

**Enhancing the Training of Peacekeepers
Fifth ASEAN Regional Forum (ARF) Peacekeeping
Experts' Meeting**

**Remarks to be Delivered 27 August 2012
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Good morning.

Please allow me to thank the conference organizers for giving me this opportunity to present some brief remarks on “Enhancing the Training of Peacekeepers” in UN and regional organization peacekeeping operations.

I would also like to thank them for selecting a topic of such critical and timely importance. Their wise selection underscores the value of assembling such an accomplished group of experts on a regular basis to address peacekeeping issues of cogent interest.

In the brief time available to me, I would like to highlight three lines of effort that those of us involved in peacekeeping capacity building would be well-advised to undertake with absolute resolve, vigor, and unrelenting tenacity if we desire to improve the training of peacekeepers. I'll admit right now that my second line of effort has seven discrete sub-lines of effort.

I'll be focusing on UN peacekeeping operations but the principles are transferable to regional organizations' peacekeeping operations as well.

Each of these lines of effort have two things in common—they are emphasized in “*The New Horizon Initiative: Progress Report No. 2*” published by the United Nations Department of Peacekeeping Operations and the Department of Field Support in December 2011...

...and are also emphasized in the 2010 and 2011 (DRAFT) reports of the United Nations Special Committee on Peacekeeping Operations. Let me begin by citing the foundational passage from “*The New Horizon Initiative: Progress Report No. 2*” upon which the three lines of effort are based:

“With the support of Member States, the Secretariat has pursued a **comprehensive strategy** to improve capabilities across all peacekeeping components to fill critical capability gaps in a forward-looking, sustainable manner and to ensure that peacekeepers are prepared, equipped, and enabled to deliver against reasonable performance expectations. Implementation of this approach has been focused on three key areas: (1) developing **standards** and **operational guidance** for different peacekeeping functions; (2) generating and sustaining critical **resources** (civilian and uniformed personnel, as well as equipment) through a sustainable contributor base and expert rosters; and (3) strengthening the **training** and **education** of personnel across peacekeeping components through both pre-deployment training modules and mission-specific, scenario-based training and exercises.”

The three lines of effort which source from this passage and related paragraphs in the 2010 and 2011 (DRAFT) reports of the United Nations Special Committee on Peacekeeping Operations are:

- The Right Organizations, Institutions, and Processes
- Deployment and Effectiveness Oriented Training
- Rigorous, UN Secretariat Sponsored Operational Readiness Evaluations

The Right Organizations, Institutions, and Processes

Effective peacekeeper training and performance in missions abroad begins with the right support infrastructure at home.

This infrastructure should include, at least, a peacekeeping policy and management organization at armed forces headquarters and police forces headquarters levels, a national peace support operations training center (PSOTC), and a dedicated peacekeeping advisor at the country's permanent mission to the United Nations in New York.

- The policy and management organizations at the armed forces and police headquarters provide policy development and oversight; they lead and manage the full cycle of peacekeeping activities for a country's military, police, and possibly civilian contributions, and lead and manage all funding and materiel matters.
- The PSOTC would be responsible for all peacekeeping doctrine and training activities.
- And the peacekeeping advisor in New York is the critically important communications and coordination link between the UN Secretariat, the country's permanent mission in New York, and appropriate points of contact in the country's Executive Branch including the Ministry of Foreign Affairs, the Ministry of Defense, the Ministry of the Interior, etc.

Deployment and Effectiveness Oriented Training

Effective peacekeeper training must focus on units and individuals who can reasonably be expected to deploy in the foreseeable future, or, in the case of individuals, can at least be expected to be employed in the country's peacekeeping capacity building activities.

And in each of these cases, the training efforts must take pains to orient on being effective with respect to requirements in the mission areas.

This region has a number of helpful multilateral peacekeeping capacity building collaborations underway as evidenced by this forum, the ADMM, and the ADMM Plus peacekeeping discussions. If these fora continue to focus on activities that ultimately help deployments and help deploying peacekeepers be effective in the mission-areas, or help regional peacekeeping capacity building efforts in general, that will be a boon to the desires we all share.

This deployment and effectiveness orientation is the first of the seven sub-lines of effort.

The other six are:

- Designing training that (a) prepares peacekeepers mindsets for what was once called “robust peacekeeping” and, (b) prepares peacekeepers to effectively execute tasks associated with “robust peacekeeping”
- Basing training on UN training products especially the Core Pre-deployment Training Modules (CPTMs), Protection of Civilians (POC) eight training modules, and most importantly, the emerging Military Capability Standards
- Focus on performance-oriented training (vs. lecture), relevant scenarios, and realism

- Giving top priority to human rights training and POC training; recall that the POC training includes training on the prevention and remediation of sexual and gender-based violence (SGBV)

...and finally...

- Conduct after-action reviews during all training in order to institutionalize the learning process; also, systematically collect, vet, incorporate, distribute, and store—hard copy and/or electronically—best practices and lessons-learned, for all ranks

Rigorous, UN Secretariat Sponsored Operational Readiness Evaluations

That brings us to the third and final line of effort. In order for all of this to work, the UN Secretariat must enforce its standards. The first step, development of Military Capability Standards has already been taken. The next steps, pre-deployment and in-mission operational readiness evaluation regimes appear to be emerging. We should all assist the Secretariat in shaping these regimes—indeed, many of you already have done so in various workshops which have been held—and we should especially support the UN’s efforts to develop a culture of performance among TCCs and PCCs commensurate with mission requirements.

OK; I’ll have to end it there. I’ll be happy to more fully develop these lines of effort during the question and answer period.

Thank you for your kind attention.