



Soft Skills Training Needs in Peacekeeping Missions

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‘The world is changing and our support to peacekeeping, and indeed all peace operations, must keep pace.’

- Former UN Secretary General Ban Ki-Moon.

‘There are currently more peacekeepers on the ground than ever before, and they increasingly operate in contexts where the UN is being asked to manage conflict rather than restore or keep peace.’

- Arthur Boutellis and Lesley Connolly. *International Peace Institute*



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Training for Peace

‘Given the dynamic nature of peacekeeping and the unique challenges that peacekeeping personnel face on an everyday basis, there is a need to ensure that they are adequately equipped with the knowledge, skills, and attitudes required to perform their duties.’

Source: Training: A Strategic Investment in UN Peacekeeping Global Peacekeeping Training Needs Assessment, Final Report - 2012-2013.







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Peacekeeping Personnel



Organizations and Personnel (total as of September 2016)

	UN Peacekeeping Missions	87,546	13,200	5,256
	UN Special Political Missions	810	28	1,336
	European Union	3,409	559	837
	Organization for Security and Co-operation in Europe	0	0	1,087
	Others (with or without UN mandate)	56,539	689	239
	Total personnel strength (all organizations)	148,304	14,476	8,755



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Uniformed UN Peacekeeping Personnel by gender, 2006-present



Data Source: United Nations. Prepared by the Center on International Cooperation. Figures are approximate and do not include Police personnel before February 2009.

- **‘The 2010 DPKO/DFS Policy on Training for all United Nations Peacekeeping Personnel defines peacekeeping training as any training activity which aims to enhance mandate implementation by equipping UN military, police or civilian personnel with the relevant knowledge, skills and attitudes.’**



Training Centres in Africa, Asia, Middle East



This overview is based on the members list of the International Association of Peacekeeping Training Centres (IAPTC).

For more information please visit:
<http://www.iaptc.org/>

For feedback and additions please contact:
research@zif-berlin.org

Training Centres in Europe



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TRAINING PHASES FOR UN STAFF DEPLOYED TO PEACEKEEPING MISSIONS

Pre-Deployment Phase



Deployment Phase

Early in Deployment



Ongoing Training



- Strategic and cross-cutting individual and collective training
- Job-specific and technical training
- Specialised mission training / individual field operations.

Variety in Training Courses: Mediation skills, election observation, SSR, rule of law, HEAT, conflict analysis, cross-cultural competence, human rights, STAR, environment, stress management,



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Diversity in Peacekeeping Training



- Residential Modules / Courses
- Classroom based lectures/ seminars
- Online training and e-learning platforms
- Simulations
- Specialised Courses
- Blended Programmes
- Innovative Approaches

Consistent, coherent and systematic approach to peacekeeping training and effective monitoring/ evaluation of training has yet to be fully implemented.



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What are Soft Skills?



For the purpose of GAP, soft skills are defined as *skills that are cross-cutting across jobs and sectors and relate to personal competences and social competences, personal qualities, attributes, habits and attitudes, and non-job specific skills that are related to individual ability to operate effectively on peacekeeping and peacebuilding missions.*

(These competences reflect teamwork, communication, cooperation, facilitation, negotiation, leadership and decision making among others.)

- This definition encompasses a combination of EU Commission and UNESCO definitions of soft skills.



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Interview and Analysis



Key Stakeholders and End-user consultation

- Qualitative research method utilizing a semi-structured interview approach.
- 168 Interviews (Male: 73.8%; Female: 26.2%)
- Experience of CPPB missions in over 50 different countries and regions across the world. The largest number of deployments recorded within the GAP interview cohort were in (1) Afghanistan; (2) Kosovo; (3) Bosnia; (4) Lebanon; (5) Iraq;

	Male	Female	Total
Poland	32	4	36
Bulgaria	17	11	28
Portugal	18	9	27
Northern Ireland	18	4	22
Ireland	21	5	26
Finland	18	11	29
TOTAL	124	44	168



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Soft Skills

Identified from detailed analysis and mapping

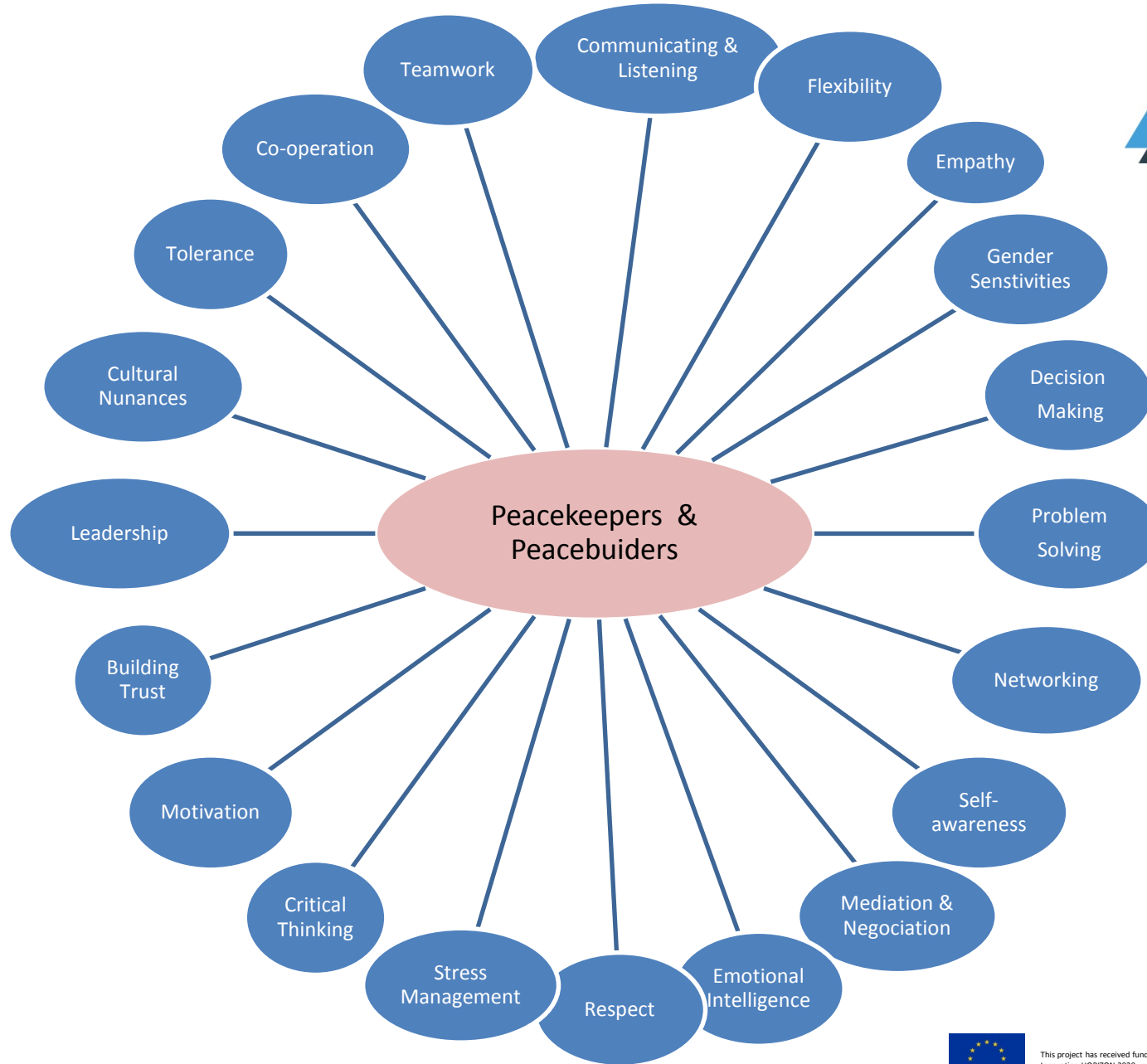


The main findings point to key soft skills in:

- Communicating and listening in Peacekeeping;
- Cooperation;
- Leadership and Decision-making;
- Gender and Cultural Awareness in Peacekeeping;
- Coordination in peacekeeping;
- Stress Management in Peacekeeping.



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Training Needs:



- Based on real life context specific situations that illustrate learning
- Practice not academic or theoretically driven
- Utilize experience of those who were there
- Easily accessible lessons
- Train all personnel irrespective of rank or operational remit
- Should be prepared for the social stress of being on a mission, family problems, isolation, working and living with colleagues 24/7.
- To train on how to share information and how to build situational awareness
- Training on comprehensive approach to deal with civilian organisations would be beneficial
- Mindful of the aims of the mission and the needs of public they are there to work with and not to assume that the aims of each are congruent



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