



Taking Leadership to the Next Level: UN Peace Operations 2020

Challenges Forum Workshop

Hosted by the Peacekeeping and Stability Operations Institute in partnership
with the Geneva Centre for Security Policy, Carlisle, 28 February-1 March 2017

Presentation by Mr Ettore Di Benedetto, Team Leader, Leadership
Training, Integrated Training Service, Department of Peacekeeping
Operations, United Nations

Impact of Leadership on UN Peace Operations – The Why

Check Against Delivery

Background

- The mission leadership and management training activities of the Integrated Training Service (ITS) usually receive positive feedback from participants. According to a recent evaluation of the Senior Leadership Training of the UN Departments of Peacekeeping Operations and Field Support (DPKO/DFS) conducted by the Office of Internal Oversight Services (OIOS), ‘overall, the training given had many positive aspects, with participants reporting high utility, especially for the DPKO/DFS ‘flagship’ Senior Mission Leaders’ (SML) course’.
- The SML course is a two-week intensive programme for prospective appointees (and, on occasion, new appointees) to positions as Special or Deputy Special Representative of the Secretary-General (SRSG, DSRSG), Force Commander or Deputy Force Commander, Police Commissioner and Mission Chief of Staff.
- Other leadership and management programmes for personnel conducted by ITS are:
 - The HoMC Intensive Orientation Course (IOC);
 - The Senior Leadership Programme (SLP); and
 - The Senior Mission Administration and Resource Training (SMART) programme.

These programmes vary in duration and depth and are designed for participants, playing critical roles in peacekeeping operations, particularly with respect to integration of efforts across mission components, resource management and mandate delivery.

- Other UN leadership courses and training activities that include senior peace operations personnel among their participants are organized by the Office of Human Resources Management (OHRM), for example, ‘Induction Programme for Senior Leaders’ launched in 2012, as well as by bodies such as the UN System Staff College (UNSSC) and United Nations Institute for Training and Research (UNITAR).

Main Gaps in Leadership Training

- Lack of uniformed standardized induction training for senior leaders. A need to introduce a ‘lifecycle’ approach to provide senior leaders with relevant training (in-briefing, induction, on-going and other post-deployment support activities, including mentoring).
- Lack of coordination among senior leadership courses conducted by UNSSC and UNITAR. For example, regional SML courses, while not identical to the SML course, target the same pool of potential or actual senior mission leaders without coordinating the content, selection procedure or timing with ITS.
- Lack of “buy-in” by Secretariat senior management: while the quality of the SML course is being acknowledged and well-supported by Member States, the SML course is not treated by the Secretariat senior management as a core strategic activity. The SML course participation is not systematically factored into the appointment process.
- Uncertain funding: the SML course is funded almost entirely from extra-budgetary resources and cannot be delivered without significant investment by

donor/sponsoring/host countries. Similarly, the IOC depends on voluntary funding to cover non-Secretariat costs (services and travel of participants as well as mentors/resource persons). Delivery costs of SMART are apportioned across current peacekeeping and special political missions which are under severe budgetary constraints.

- Lack of consistent in-mission support: a need to start the collective training of Mission Leadership Teams (team building, crisis management, etc.).

Priorities for ITS

1. Pre-deployment (SML)

- Targeted outreach to ensure participation of senior candidates (especially women in order to increase gender balance)

2. In-briefing

- The In-briefing process for senior staff (D2 and above) has been strengthened and streamlined through the implementation of the revised DPKO/DFS guidelines for In-Briefings and De-Briefings

3. On-going training

- Review and update of existing leadership courses (case studies and scenarios on protection of civilians (PoC) and on strategic communications are currently being developed)
- To address the gaps in the availability of suitable candidates for key functions in peace operations, such as the Chief of Staff and the DMS, ITS is currently developing a new course, 'Mission Advanced Staff Training' (MAST). The goal of the programme is to build a pool of senior staff who can provide strategic advice and guidance on support and mission management issues to the Head of Mission (HoM)/Mission Leadership Team.

4. In-mission support

- Develop and roll out of Team-building exercises in field missions (for instance on contingency planning, crisis management and command and control). Discussions on the subject are undergoing with several internal and external partners.
- Tabletop exercises on PoC have been developed and conducted in several missions (UNIFIL, UNMIL, MONUSCO). Conduct training of trainers for Integrated Mission Training Centre personnel on the design and delivery of tabletop exercises.
- Complete training needs assessment (TNA) for in-mission PoC needs. The TNA will address in-mission PoC training requirements, identify training needs, and recommend priorities for training design and delivery in order to strengthen the performance of mission leadership and personnel with managerial responsibilities in PoC-related tasks.

- Finally, ITS intends to strengthen its collaboration with DFS, the Senior Leadership Appointments Section (SLAS), with regard to the pilot mentoring project.