

## **Terms of Reference for Consultant**

### **Development of Multidimensional Peacekeeping Training Modules**

#### **I. Background**

UNDP Malaysia in collaboration with the Ministry of Defence and the Malaysian Peacekeeping Training Centre (MPTC) is implementing a two-year project to support the role of the Malaysian Peacekeeping Training Center in providing multidimensional peacekeeping training as well as build the capacity of trainers and personnel from Africa and Asia in multidimensional peacekeeping training and operations respectively. The project aims to analyse the further training needs of peacekeeping personnel within the context of a complex and multidimensional peacekeeping environment that would require longer term interventions. Particular focus will be made on the additional training needs of Asian and African peacekeeping personnel in the areas of gender and civil-military coordination. Training modules will be identified and developed to fulfill these training needs and the capacity of trainers and personnel will be built so that they are able to better fulfill their roles and functions within multidimensional as well as integrated missions.

As a cross-cutting theme of all UN agencies, gender mainstreaming concerns every aspect of UN peacekeeping. *The Namibia Plan of Action* (2000) calls for gender issues to be “mainstreamed throughout all regional and national training curricula and courses for peace support operations, particularly those sponsored directly by the Training Unit of DPKO.” A gender understanding of security should not be restricted to women’s victimization, but also include her potential as an agent of peace. Few training centers have however offered training in gender issues so far.

Current peacekeeping training modules have been developed by the UN Department of Peacekeeping Operations (UN DPKO) and focus primarily on the roles, functions and mandates that peacekeepers must adhere to while they are on UN peacekeeping missions. These include mission mandate, mission structure, rules of engagement, conflict cause and dynamics, potential spoilers, use of force, use of firearms, arrest and detention, crowd and riot control, decision making and command, and protection of UN personnel and facilities. Standardised Generic Training Modules (SGTMs) covering these issues are used by Member states to provide pre-deployment training to their peacekeepers.

A recent assessment of the training needs of peacekeepers<sup>1</sup> however found that training materials already provided to Member States were too generic and not only did not adequately address key operational and mission specific challenges, but also did not reflect the myriad complex and multi-faceted challenges posed by today’s multidimensional peacekeeping operations. Respondents to the survey also indicated that they were interested in providing and/or receiving training support from other Member States or peacekeeping training institutions, and were interested in networking, learning and sharing opportunities with each other, particularly within a multicultural environment simulating a typical mission experience, prior to deployment.

#### **II. Objective**

The objective of this study is to identify and develop training modules for Asian and African peacekeeping personnel in the field of multidimensional peacekeeping. This study should draw on the findings of other consultants working on other aspects of this project relating to (i) *Training Needs Analysis of Asian and African Peacekeepers*; and (ii) *Capacity Assessment of the Malaysian Peacekeeping Training Centre (MPTC) to Provide Multidimensional Peacekeeping Training*. The training modules need

---

<sup>1</sup> *United Nations, Integrated Training Service Policy, Evaluation and Training Division, Department of Peacekeeping Operations* (October 2008), Report on the Strategic Peacekeeping Training Needs Assessment

to emphasize the multidimensional aspects of peacekeeping, focusing on civil-military coordination and gender issues.

### III. Scope of the Study

- i. Identify/adapt/develop training modules to fulfill training needs of Asian and African peacekeeping personnel that have been identified: Based on the training needs identified in an earlier study, the consultant will need to adapt existing or develop new training modules with a focus on the multidimensional aspects of peacekeeping, specifically on civil-military coordination and gender issues.
- ii. Conduct a stakeholder workshop to discuss the draft outline of the training modules: A workshop will be held in October 2010 whereby the consultant will be required to present the draft outline of the proposed training modules and obtain feedback from the participants of the workshop, which will be made up of representatives from selected peacekeeping centers globally.
- iii. Finalise the training modules for publication: Based on the findings and feedback from items (i) and (ii) above, the consultant will need to finalise the training modules for publication.

### IV. Methodology

The consultancy will comprise a combination of processes including reviews of key documentation and statistics as well as a stakeholder workshop. The training modules are to be developed through a comprehensive consultation process with all stakeholders and with a range of international and regional institutions including UN DPKO, United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) and international peacekeeping institutions and training centres to ensure that the modules identified/adapted and/or developed are based on current policies and standards in peacekeeping operations.

Findings of other consultants working on other aspects of this project will also need to be linked with this study. The consultant is expected to conduct at least one workshop with stakeholders to discuss the draft outline of the training modules.

### V. Time Frame

The analysis is expected to be completed over a period of three months. It is targeted that the report will commence in end-August 2010 and be completed no later than end-November 2010 based on the following work schedule:

Task	Timeline
Identify/adapt/develop training modules to fulfill training needs of Asian and African peacekeeping personnel that have been identified:	Draft outline by end-September 2010
<ul style="list-style-type: none"> <li>- Surveys;</li> <li>- Desk reviews; and</li> <li>- Interviews, amongst others.</li> </ul>	First draft of training modules: Mid-October 2010
	Advanced draft of training modules: Early-November

	2010
Conduct a stakeholder workshop to discuss the draft outline of the training modules - Preparation of presentation slides	Mid-October 2010
Submission and acceptance of final report - to incorporate feedback received from the workshop	End-November 2010

## VI. Output

Training modules that meet the needs of Asian and African peacekeeping personnel with focus on the multidimensional aspects of peacekeeping, specifically on civil-military coordination and gender issues.

## VII. Qualification of the Consultant

The consultant should have considerable international credibility and experience in the policy and practice of peacekeeping operations. She/he should have the following qualifications and experiences.

- An advanced degree in Development, Strategic Studies, International Relations, Public Administration or a related discipline preferably a Ph. D. Work experience in lieu of formal qualifications will also be considered.;
- Good synthesizing and English writing skills;
- Excellent analytical skills as demonstrated, for example, by prior experience in policy-oriented studies with a in-depth understanding of peacekeeping operations;
- Prior experience in dealing with UNDP and other institutions involved in development cooperation is an added advantage.

Interested parties are kindly requested to submit a **brief statement** on how their qualifications and/or experience can lead towards the successful deliverable of this study within the required timeframe. This statement should be accompanied with a **detailed individual/company/organisation profile** [to include areas of expertise and experience, examples of relevant ongoing and past consultancies, services provided and staff capacity], **complete Personal History Form** (P11 form) (available at <http://www.undp.org.my/uploads/p11%20personal%20history%20form.doc>), and **expected fees** to:

**Resident Representative**  
**United Nations Development Programme**  
**Wisma UN, Jalan Dungun, Damansara Heights**  
**50490 Kuala Lumpur.**  
**Fax: 603 – 2095 2870**  
**Email: [registry.my@undp.org](mailto:registry.my@undp.org)**

**Deadline for applications: 4.30 pm, 16 August 2010**  
Only short-listed applicants will be notified.