NATO STANDARD

ATrainP-1

TRAINING AND EDUCATION FOR PEACE SUPPORT OPERATIONS

Edition D Version 1

MARCH 2019

NORTH ATLANTIC TREATY ORGANIZATION

ALLIED TRAINING PUBLICATION

Published by the
NATO STANDARDIZATION OFFICE (NSO)
© NATO/OTAN

INTENTIONALLY BLANK

NORTH ATLANTIC TREATY ORGANIZATION (NATO)

NATO STANDARDIZATION OFFICE (NSO)

NATO LETTER OF PROMULGATION

14 March 2019

1. The enclosed Allied Training Publication ATrainP-1, Edition D, Version 1, TRAINING AND EDUCATION FOR PEACE SUPPORT OPERATIONS, which has been approved by the nations in the Military Committee Joint Standardization Board, is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 6023.

2. ATrainP-1, Edition D, Version 1 is effective upon receipt and supersedes AtrainP-1, Edition C, Version 1, which shall be destroyed in accordance with the local procedure for the destruction of documents.

3. No part of this publication may be reproduced, stored in a retrieval system, used commercially, adapted, or transmitted in any form or by any means, electronic, mechanical, photo-copying, recording or otherwise, without the prior permission of the publisher. With the exception of commercial sales, this does not apply to member or partner nations, or NATO commands and bodies.

4. This publication shall be handled in accordance with C-M(2002)60.

for

Dieter Schmaglowski
Deputy Director NSO
Branch Head P&C

Zoltán GULYÁS
Brigadier General, HUN AF
Director, NATO Standardization Office

INTENTIONALLY BLANK

RESERVED FOR NATIONAL LETTER OF PROMULGATION

INTENTIONALLY BLANK

RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS

INTENTIONALLY BLANK

RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
BEL	1. Belgium will use national regulations concerning the use of the respiratory/protective mask (Module 3 / Individual Training). 2. The training module “Investigation” is outside the scope of the combat missions assigned to Land Units. 3. Additional comment concerning the training module self and buddy aid / First Aid: Belgian soldiers are able to relieve pain but only trained medical personnel is authorized to give medication.
EST	The STANAG will be followed unless it contradicts the bi- or multilateral agreements when EST unit is attached to a parent unit.
FRA	The « generic » training component of TEPSO is not an integral part of the overarching military training in France. Some modules are usually provided during the final preparations for deployed operations or are sometimes only delivered to specialized units (specific mission). The Service de santé des armées (SSA) [Forces Medical Service] expresses its reservations on modules M03 and M04 and underlines that STANAGs 2122 and 2546 (module M02), 2358 (module M03) and 2546 (module M08) that imply a necessary mastery of medical procedures are not referenced.
USA	(1) Reservation 1. The United States does not recognize' international humanitarian law' as a synonym for the law of war or law of armed conflict. The law of war is the pref erred term, also known as the law of armed conflict. Ref er to DODD 2311.0lE, DOD Law of War Program. Linking the "law of armed conflict" with "human rights law" or "international human rights law" conflates separate portions of law in a way that is inconsistent with United States policy. Additionally, "human rights law" or "international human rights law" are a subset of international law and not a body of law in and of itself. (2) Reservation 2. The United States does not accept the reference to people and their culture as terrain. (3) Reservation 3. The United does not accept the use of kinetic or non-kinetic as a type of operation. Anything we do contains some form of active energy, no matter how small. (4) Reservation 4. The United States does not agree to terms and definition listed in the lexicon that are not quoted verbatim from NATOTerm.

	(5) Reservation 5. The United States does not accept any term that is not NATO agreed and reflected in NATOTerm as such.

FOREWORD

1. The NATO Training Group (NTG) Working Group on Training and Education for Peace Support Operations (WG TEPSO) was established in 2001 to fulfil national requirements relating to the harmonisation and standardisation of training and education for Peace Support Operations (PSOs). Pursuant to the new Terms of Reference of the NTG as of 8 November 2010, WG TEPSO was transformed into the Training and Education for Peace Support Operations NTG Task Group (TEPSO NTGTG), however the task remained unchanged.
2. In accordance with the assigned task and the Terms of Reference NTG the TEPSO NTGTG has developed the Training and Education for Peace Support Operations Manual (TEPSO Manual). Edition D of the publication (with the covering document STANAG 6023 Edition 5) has been developed with International Committee of the Red Cross (ICRC) involvement.
3. The aim of the TEPSO Manual is to provide NATO and partner nations with a user-friendly coherent publication forming a common basis for the training and education of personnel, units and staffs in order to enhance interoperability in NATO-led multinational Peace Support Operations.
4. This publication should be used in close conjunction with ATP-3.2.1.1, GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS, and with AJP-3.4.1 ALLIED JOINT DOCTRINE FOR THE MILITARY CONTRIBUTION TO PEACE SUPPORT.
5. This TEPSO Manual may, on a need to know basis, be released to non-NATO nations and/or International Governmental Organisations by a NATO nation or command, and can be posted on freely accessible NTG and TEPSO NTGTG internet websites without further authorisation from CM NTG or HQ SACT. The releasing nation or command is responsible for:
    a. Informing CM NTG when distributing this NTG TEPSO Manual to other nations.
    b. Providing updates of the publication to receiving nations and/or organisations as required.
6. Any gender references in this publication (as e.g. used in the training modules under “Individual training/The soldier”) are considered to have both masculine and feminine meanings.
7. MC2PS (Military Contribution to Peace Support) can be used as an equivalent to PSO (Peace Support Operation).
8. Change proposals to the TEPSO Manual may be submitted by any nation through the NTG Section, JET Sub-Division, HQ SACT, and all users are invited to send amendments/comments and suggested improvements to the NATO Training Group/Executive Working Group or to the TEPSO NTGTG (vnausbzbwtepso@bundeswehr.org).

INTENTIONALLY BLANK

TABLE OF CONTENTS

		Page
CHAPTER 1:	INTRODUCTION……	1-1
1.1.	GENERAL REMARKS…….....	1-1
1.2.	MISSION……...	1-3
1.3.	AIM OF THE TEPSO MANUAL…….	1-3
1.4.	SCOPE OF THE TEPSO MANUAL……..	1-4
1.5.	APPLICABILITY OF THE TEPSO MANUAL……..	1-4
CHAPTER 2:	CONCEPTUAL APPROACH TO THE TRAINING AND EDUCATION FOR PEACE SUPPORT OPERATIONS……..	2-1
2.1.	CONCEPT OF TRAINING AND EDUCATION FOR PSOs……..	2-1
CHAPTER 3:	TRAINING AND EDUCATION FOR PSOs……	3-1
3.1.	GENERAL…….	3-1
3.2.	PLAN AND CONDUCT TRAINING AND EDUCATION FOR PSOs...	3-1
3.3.	TRAINING AND EDUCATION FOR PSO AREAS…….	3-1
CHAPTER 4:	TRAINING AREAS AND MODULES……..	4-1
4.1.	OUTLINE……..	4-1
4.1.1.	Training Area - Force Protection…….	4-3
4.1.2.	Training Area - Operating Techniques……..	4-22
4.1.3.	Training Area - Supplementary Tasks……...	4-49
4.1.4.	Training Area - Legal Implications……..	4-75
4.1.5.	Training Area - Tactics…….	4-82
4.1.6.	Training Area - Cultural Awareness……...	4-89
4.1.7.	Training Area - Security Sector Reform…….	4-98
4.1.8.	Training Area - Protection of Civilians……	4-117
4.1.9.	Training Area - Civil-Military Transition Team……..	4-131
4.1.10.	Training Area - Additional Educational Subjects……..	4-137
CHAPTER 5:	EVALUATION……..	5-1
5.1.	GENERAL…….	5-1
5.2.	RESPONSIBILITIES…….	5-1
5.3.	EVALUATION TOOLS……	5-1
5.4.	CONDUCT OF EVALUATION……...	5-2
ANNEX A	REFERENCES…….	A-1
ANNEX B	SUPPORTING DOCUMENTS……..	B-1
ANNEX C	GLOSSARY OF ABBREVIATIONS AND ACRONYMS……..	C-1
ANNEX D	GLOSSARY OF TERMS AND DEFINITIONS……	D-1
ANNEX E	EVALUATION/ASSESSMENT CHECKLIST FORMAT……	E-1
ANNEX F	EVALUATION/ASSESSMENT REPORT FORMAT……..	F-1

INTENTIONALLY BLANK

CHAPTER 1 INTRODUCTION

1.1. GENERAL REMARKS

0101. The Alliance is required to maintain highly trained, interoperable, multinational forces capable of carrying out the full range of the Alliance's missions at relatively short notice. An important aim of the Alliance and its forces is to keep risks at a distance by dealing and managing potential crises at an early stage.

0102. NATO's North Atlantic Council (NAC) may decide to intervene in crises beyond NATO borders to help strengthen, uphold or restore peace and security. The decision to employ NATO forces is likely to be part of a wider response from the international community that will also include civilian governmental and non-governmental organisations. NATO's stance as part of this response may be to actively engage in the conflict by supporting one actor over another, or alternatively to deploy as an impartial enforcer or facilitator of a peace process. The military contribution to peace support reflects the latter approach, where NATO forces operate with no designated opponent.

0103. Peace support can take place in the context of both inter-state and intra-state conflict. NATO capstone doctrine, AJP-01(D), asserts that intra-state conflict will be more common than inter-state conflict for the foreseeable future. This anticipated trend places additional responsibilities on certain types of military deployments in peace support because military activity cannot be considered in isolation of civilian activity. Therefore, military and non-military actors will be required to work in tandem on activities which address the causes of conflict in an attempt to secure a sustainable peace. Peace support incorporates a spectrum of efforts that aim to:

a. Prevent conflict from taking place.
b. Restore peace and order between warring parties.
c. Secure a ceasefire or peace settlement following the outbreak of conflict.
d. Keep the peace while a ceasefire or peace settlement is implemented.
e. Help extend state authority where capacity is weak, to help build a society where disputes in the future are less likely to escalate to conflict.

0104. Peace support: Efforts conducted impartially to restore or maintain peace. Peace support efforts can include conflict prevention, peacemaking, peace

enforcement, peacekeeping and peacebuilding. Achieving an enduring peaceful settlement between the main conflicting parties requires a political solution.

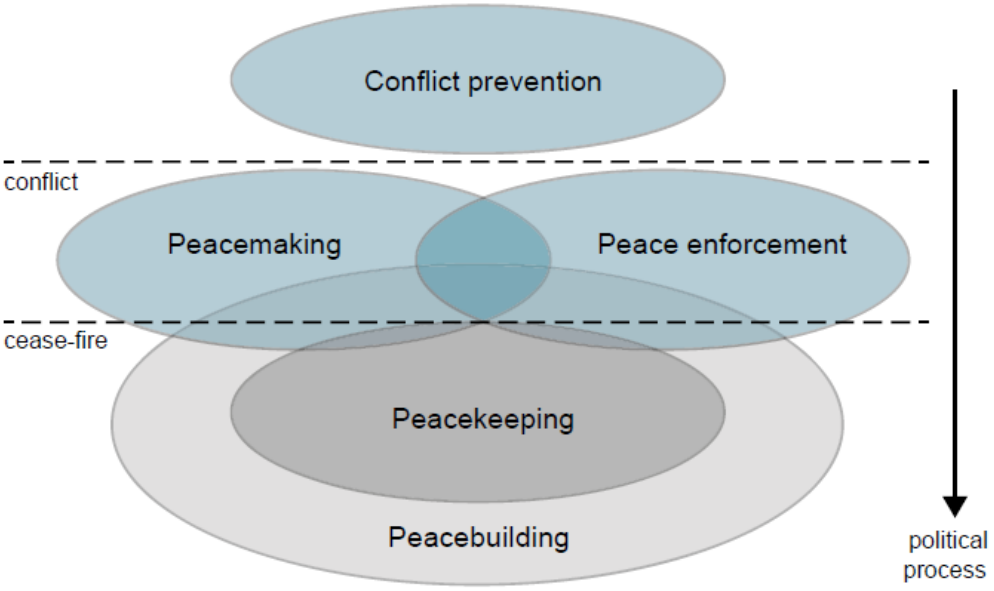

Figure 1-1: Basic Conceptual Framework

0105. The nature of Peace Support is described in AJP-3.4.1. Peace Support is a part of an overall political strategy and a comprehensive approach. Civilian organisations and other non-military actors should be incorporated into peace support training and exercises to an extent that reflects the operating environment. There will be several actors in the mission areas.

0106. The success of PSOs depends on timely and carefully coordinated steps to be taken by all parties involved. The conduct of PSOs requires all levels of military commanders and their service members to be fully aware of the diverse and numerous factors that can impact on these operations. PSOs can be highly demanding and add significant multinational and civil dimensions to military operations. This requires that all contributing forces must be trained, equipped and supplied to accomplish tasks across the full range of PSOs.

0107. The range of military activities can be divided into four categories: offensive, defensive, stability, and enabling. Stability activities will play a key role in a peace support campaign and seek to stabilise the situation by setting the conditions that allow for reconstruction and development. As described in AJP-3.2 and ATP-3.2.1.1, there are four types of stability activities: Security and Control, Support to Security Sector Reform (SSR), Support to Initial Restoration

of Services and Support to Governance Tasks. All stability activities are closely related and described in ATP-3.2.1.1.

0108. Training is fundamental to building a thorough knowledge of plans and procedures, which is essential to the protection of personnel and forces.

0109. Training and education remains primarily a national responsibility. However NATO has a responsibility to recommend on training and education objectives for NATO-led PSOs to maximise interoperability for operational readiness and effectiveness.

0110. NATO-leaders in PSOs experienced the need of developing commonly agreed training objectives to be used for national training activities improving interoperability in conducting joint and combined PSO-related operations.

1.2. MISSION

0111. The Training and Education for Peace Support Operations NATO Training Group Task Group (TEPSO NTGTG) is developing this manual on training and education in order to provide NATO and Partner Nations with a coherent, user-friendly publication and a common basis for the training and education of personnel, units and staffs to enhance interoperability in NATO-led multinational Peace Support Operations.

1.3. AIM OF THE TEPSO MANUAL

0112. The aim of the TEPSO Manual is:

a. to enhance interoperability by recommending overarching training objectives to contribute to the development of capabilities of personnel and units designated or selected for NATO-led PSOs;

b. to harmonise basic procedures;

c. to standardise and improve PSO tactics and techniques.

1.4. SCOPE OF THE TEPSO MANUAL

0113. Following the aim of the TEPSO Manual, the desired end state of PSO training and education is to ensure that every individual and unit nominated for a NATO-led PSO meets the operational requirements.

1.5. APPLICABILITY OF THE TEPSO MANUAL

0114. The TEPSO Manual is applicable to NATO nations and partners, as well as formations of the NATO Command Structure (NCS) and the NATO Force Structure (NFS). Other nations/organisations contributing to NATO-led PSOs are expected to use this manual as a guide for their PSO training and education in order to enhance standardisation and interoperability.

CHAPTER 2 CONCEPTUAL APPROACH TO THE TRAINING AND EDUCATION FOR PEACE SUPPORT OPERATIONS

2.1. CONCEPT OF TRAINING AND EDUCATION FOR PSOs

0201. This chapter is designed to provide details on the sequence of the levels for training and education in order to achieve operational effectiveness prior to deployment. Figure 2-1 shows the interdependency of steps in training and education for PSOs. It contains prerequisites for personnel selection and basic training, as well as generic and mission–specific training to achieve operational readiness.

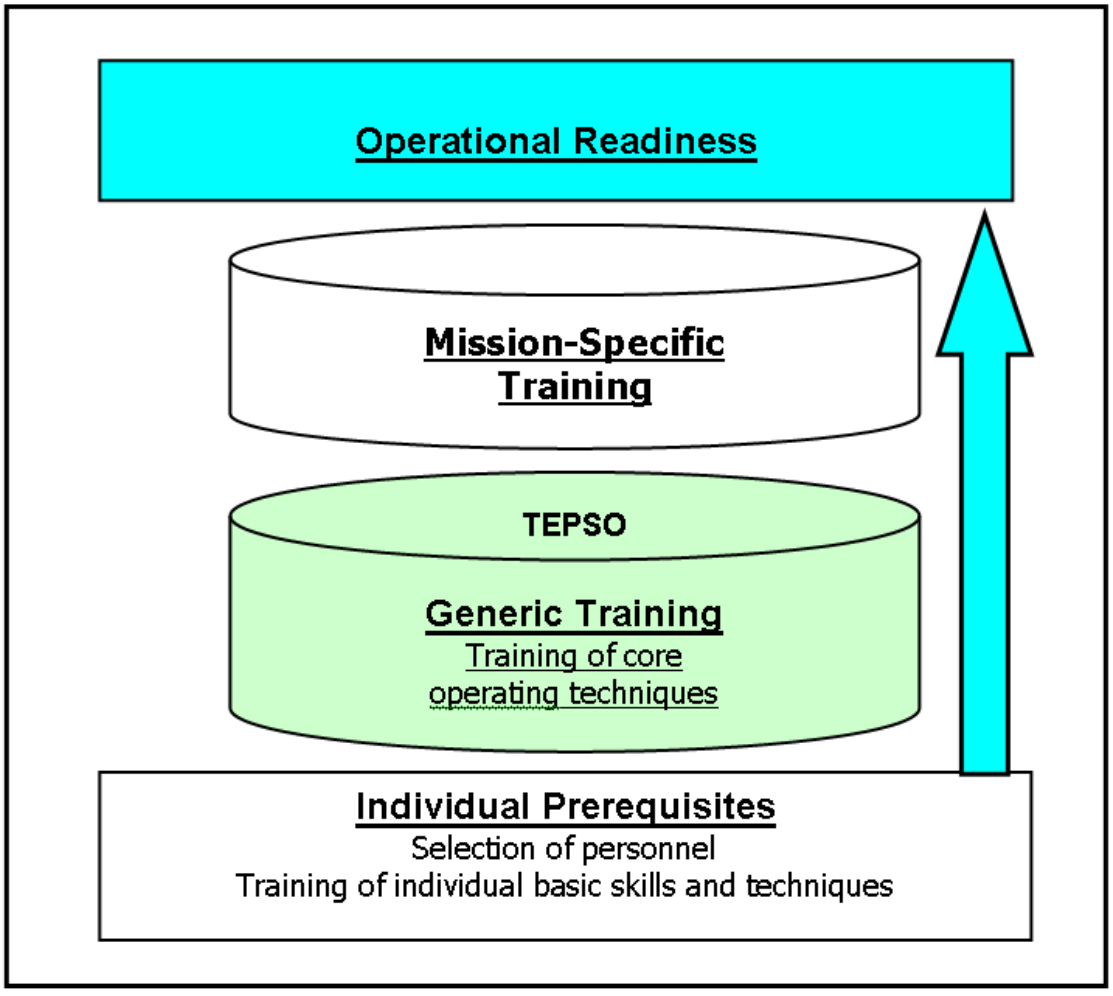

Figure 2-1: Concept of TEPSO

0202. Individual Prerequisites.

The suitability of an individual for a PSO is mainly based on military attributes. Therefore, the selection of personnel is of essential importance prior to any further training aimed to achieve operational readiness. Selection guidelines:

a. Individuals should be professionally suited to their specific appointment, and able to act within different and complex environments, in order to accomplish all related tasks.

b. Soldiers should display appropriate physical and mental fitness.

c. Key personnel must be capable of speaking, understanding, writing and reading English in accordance with NATO STANAG 6001.

d. Personnel in command or in positions of authority must be able to exercise leadership, by setting a good example of professionalism, by sharing burden and risks, by providing welfare and care to their subordinates, and by exercising command and control.

e. All ranks must understand the ethical dimension of PSOs, in particular their responsibilities regarding the use of force, rules of engagement, proportionality of means, and the effects their actions may have. All ranks should have basic knowledge of International Humanitarian Law (also known as Law of Armed Conflict).

Basic Military Skills.

Besides the individual prerequisites, basic military skills are judged as minimum training standards for successful subsequent PSO training and education.

0203. Generic Training. The manual on TEPSO contains the training and education modules of core operating tactics and techniques, which cover the broad field of PSO mission tasks. These training modules, outlined in a specific training plan, should be taught, exercised and evaluated in order to meet operational effectiveness criteria and to improve interoperability performance skills.

0204. The components are subdivided into the following specific training areas:

1) Force Protection
2) Operating Techniques
3) Supplementary Tasks
4) Legal Implications
5) Tactics
6) Cultural Awareness
7) Security Sector Reform
8) Protection of Civilians
9) Civil-Military Transition Team
10) Additional Educational Subjects

The evaluation of generic training provides commanders and instructors with the necessary information to design additional mission-specific training. The concept and arrangement of the training modules is listed in Chapter 3.

0205. Mission-Specific Training. The mission-specific training follows the generic training and will be focused on a specific mission task. It pays particular attention to the Rules of Engagement (ROE) or other mission agreements like the Status of Forces Agreement (SOFA).

0206. Operational Readiness. The capability of a unit or formation to perform the missions or functions for which it is organised or designed. May be used in a general sense or to express a level or degree of readiness. The major aim of training and education for PSOs is to ensure that every individual, unit or HQ is capable of accomplishing a task by fulfilling the training objectives as listed in the TEPSO Manual.

0207. Structure. Figure 2-2 shows the training and education structure for PSOs.

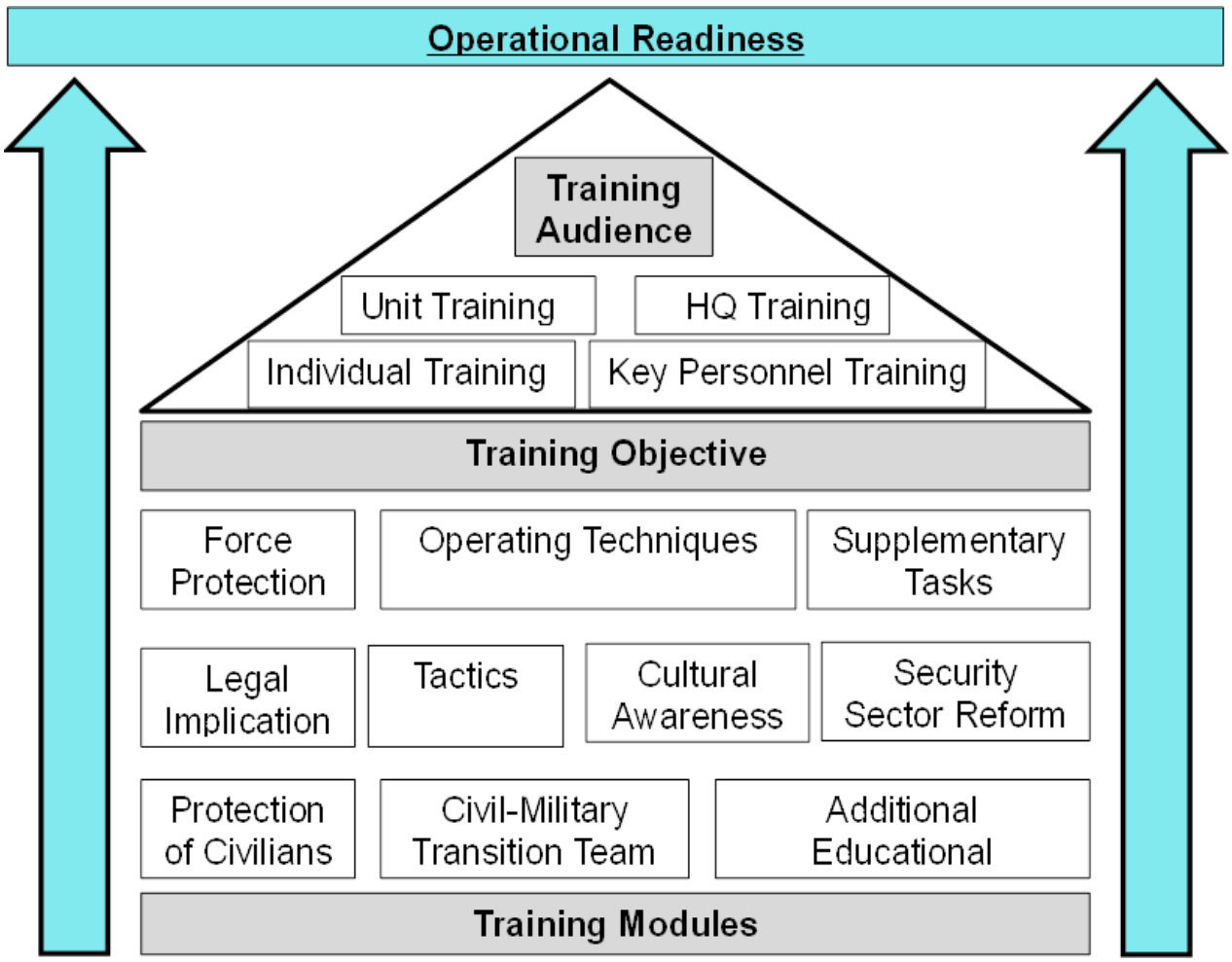

Figure 2-2: TEPSO Structure

0208. Definition of training audience.

a. Individual training.

i. Individual training. All military personnel, regardless of rank, and civilians operating in a military (PSO) environment.

ii. Key personnel training. Depending on the mission task, key personnel are designated as commanders related to the respective level of command. Furthermore, key personnel are considered as core personnel of a Headquarters or any specialists.

b. Collective training.

i. Unit training.
This training is designed for the various teams or unit levels, e.g. an investigation team, a battalion or task force.

ii. Headquarters training. This training is designed for headquarters personnel as a supplement to individual training (e.g. CPX).

0209. The training modules describe the level of performance that should be reached. The standard has to be reflected in planning, execution and evaluation of training and education for PSOs.

INTENTIONALLY BLANK

CHAPTER 3 TRAINING AND EDUCATION FOR PSOs

3.1. GENERAL

0301. In order to harmonise training and education for PSOs, this chapter is designed to provide an overview of all relevant tasks. Necessary details and information are to be found in the modules and annexes.

3.2. PLAN AND CONDUCT TRAINING AND EDUCATION FOR PSOs

0302. Training and education for PSOs is aimed to achieve operational readiness and to maximise interoperability for NATO-led PSOs. However, the planning and conducting of training and education for PSOs remains primarily a national responsibility. Therefore, nations are expected to conduct training and education for PSOs in accordance with the training objectives as stated within the training modules. In order to train for specific requirements of operational readiness, nations may add their own training criteria.

3.3. TRAINING AND EDUCATION FOR PSO AREAS

0303. The concept and arrangement of training areas and training modules in accordance with PSOs (Figure 3-1) is designed to provide the necessary information regarding their applicability for training and education for the respective type of PSO task.

0304. Training and education support by NATO is available via NATO School Oberammergau. Information on various courses is available on the internet at: https://www.natoschool.nato.int.

0305. Training and education support by NATO is also available by Advanced Distributed Learning (ADL) Courses on the internet at:
https://jadl.act.nato.int/
http://www.pfp.ethz.ch/.

NATO-led Peace Support Operations					
	Conflict Prevention	Peace Making	Peace-keeping	Peace Enforcement	Peace Building
Force Protection					
Force Protection	x	x	x	x	x
Mine/UXO/IED Awareness	x	x	x	x	x
CBRN Defence	x	x	x	x	x
Self and Buddy Aid/First Aid	x	x	x	x	x
Countering Insider Threats		x	x	x	x
Operating Techniques					
Checkpoint	x	x	x	x	x
Observation Post	x	x	x	x	x
Patrol	x	x	x	x	x
Convoy	x	x	x	x	x
Escort	x	x	x	x	x
Fact Finding and Information Gathering	x	x	x	x	x
Inspection/Verification	x	x	x	x	x
Negotiation/Mediation	x	x	x	x	x
Investigation	x	x	x	x	x
Communications	x	x	x	x	x
Liaison	x	x	x	x	x
Supplementary Tasks					
Detention/Custody/Arrest			x	x	
Crowd and Riot Control	x	x	x	x	x
Cooperation/Coordination with IOs/GOs/NGOs	x	x	x	x	x
Public Affairs	x	x	x	x	x
Supporting Humanitarian Relief	x	x	x	x	x
Counter-Improvised Explosive Devices (C-IED)	x	x	x	x	x
Personnel Recovery		x	x	x	x
Legal Implications					
International Law	x	x	x	x	x
Legal Framework	x	x	x	x	x
Tactics					
Cordon & Search Operations			x	x	
Cultural Awareness					
Mission Area Information	x	x	x	x	x
Ethical Characteristics and Code of Conduct	x	x	x	x	x
Gender Perspective in PSOs incl. WPS and CR-SGBV	x	x	x	x	x
Security Sector Reform					
Disarmament, Demobilisation and Reintegration		x	x		
Allocation and Control of Weaponry, Equipment and Infrastructure		x	x		x
Training and Mentoring of HN Military or Security Forces		x	x		
Advising/Partnering/Augmenting		x	x		
Protection of Civilians					
NATO PoC Framework	x	x	x	x	x
Understanding Civilian Risks	x	x	x	x	x
Protecting Civilians during Operations	x	x	x	x	x
Shaping a Protective Environment	x	x	x	x	x
Mitigating Civilian Casualties	x	x	x	x	x
Children and Armed Conflicts	x	x	x	x	x
Civil-Military Transition Team					
Civil-Military Transition Team		x	x	x	x
Additional Educational Subjects					
Stress Management	x	x	x	x	x

Figure 3-1: Concept and arrangement of training areas in accordance with PSO tasks

CHAPTER 4 TRAINING AREAS AND MODULES

4.1. OUTLINE

The Training Areas and Modules in Chapter 4 are arranged as follows:

Training Area	Module No.	Module Title	Page
Force Protection	01	Force Protection	4-4
	02	Mine/UXO/IED Awareness	4-7
	03	Chemical, Biological, Radiological and Nuclear (CBRN) Defence	4-10
	04	Self and Buddy Aid/First Aid	4-16
	05	Countering Insider Threats (CIT)	4-18
Operating Techniques	06	Checkpoint	4-23
	07	Observation Post	4-26
	08	Patrol	4-28
	09	Convoy	4-30
	10	Escort	4-33
	11	Fact Finding and Information Gathering	4-36
	12	Inspection/Verification	4-38
	13	Negotiation/Mediation	4-40
	14	Investigation	4-43
	15	Communications	4-45
	16	Liaison	4-47
Supplementary Tasks	17	Detention/Custody/Arrest	4-50
	18	Crowd and Riot Control	4-55
	19	Coordination/Cooperation with International Organisations (IOs), Governmental Organisations (GOs) and Non-governmental Organisations (NGOs)	4-59
	20	Public Affairs	4-62
	21	Supporting Humanitarian Relief	4-65
	22	Counter-Improvised Explosive Devices (C-IED)	4-68
	23	Personnel Recovery	4-72
Legal Implications	24	International Law	4-76
	25	Legal Framework	4-78

Tactics	26	Cordon & Search Operations	4-83
Cultural Awareness	27	Mission Area Information	4-90
	28	Ethical Characteristics and Code of Conduct	4-92
	29	Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV)	4-95
Security Sector Reform	30	Disarmament, Demobilisation & Reintegration (DDR)	4-100
	31	Allocation and Control of Weaponry, Equipment and Infrastructure	4-105
	32	Training and Mentoring of Host Nation Military or Security Forces	4-108
	33	Advising/Partnering/Augmenting	4-112
Protection of Civilians	34	NATO Protection of Civilians (PoC) Framework	4-119
	34a	Understanding Civilian Risks	4-121
	34b	Protecting Civilians during Operations	4-123
	34c	Shaping a Protective Environment	4-125
	35	Mitigating Civilian Casualties (CIVCAS)	4-127
	36	Children and Armed Conflicts	4-129
Civil-Military Transition Team	37	Civil-Military Transition Team (CIMITT)	4-133
Additional Educational Subjects	38	Stress Management	4-138

4.1.1. Training Area – Force Protection

The protective measures are a selection of core techniques and procedures designed for every soldier's awareness and operational readiness (e.g. against the danger of Mines/Unexploded Ordnance (UXO) and Ammunition) to enhance Force Protection readiness.
The standards and objectives listed are to be met in order to qualify for operational readiness evaluation and to achieve the level of interoperability as expected for NATO-led PSOs.

Training Modules

M01	**Force Protection**
M02	**Mine/UXO/IED Awareness**
M03	**CBRN Defence**
M04	**Self and Buddy Aid/First Aid**
M05	**Countering Insider Threats**

M01	Force Protection

Overall Training Objective:
To enable the Alliance forces and operational partners to conduct FP measures to minimise the vulnerability of the force.

The unit
- knows and is able to apply the appropriate measures required to decrease the probability of risks and threats,
- knows and is able to apply task-related ROE,
- is able to protect against all probable risks and threats,
- is able to passively and actively respond to all potential risks and threats,
- is able to recuperate from an incident and to resume operations as soon as possible.

Individual training	**The soldier**
	• knows the various mission-specific risks and threats and their effects,
	• is able to apply individual personal protective security measures,
	• knows his role in unit collective active and passive protective security measures,
	• knows his role during recuperation.
	
	In detail: The soldier
	• knows and is able to apply mission-specific FP SOPs and TTPs,
	  ○ Security Measures & Alert States,
	  ○ Dress & Weapon Codes,
	  ○ CBRN Defence and other protective measures,
	  ○ Vehicle Movement Code (including communications),
	  ○ Security of Operation & Information,
	• knows and is able to apply task-related ROE.

Key personnel training	**The key personnel** • are able to conduct their leadership role in FP, • know and are able to apply task-related ROE, • possess the knowledge and skills related to Protective Security, Active and Passive Measures and Recuperation, • are able to assess the levels of risks and threats and take appropriate measures, • are in command of individual protection and documents handling procedures and know the

	dress code/alert state/identification rules as part of the SOPs, • are in command of the FP measures to be taken against all threats to personnel/facilities/equipment/operations, • are aware of the vulnerability of the forces C3I to hostile intelligence, • are in command of the appropriate measures to protect entrusted persons (NATO civilians, contractors, locally employed civilians etc.) – this includes the control of these personnel.
Collective training	**The unit** • is able to apply FP principles in order to protect, respond, recuperate and continue to operate.
Headquarters training	**The headquarters** • is able to develop and apply FP policy and plans, • is to develop and disseminate SOPs, • is able to apply and analyse FP principles in order to protect, respond, recuperate and continue to operate, • is able to implement task-related ROE, • is able to coordinate the FP measures with HN/IOs/NGOs etc.

Training contents	**These areas are to be covered:**
	• Individual protection
	• Security Alert States
	• Protection against attacks
	• React to conventional and/or asymmetrical threats
	• Working with state-of-the-art technology
	• Protection of entrusted persons
	• Protection of installations/high value assets
	• Protection during events
	• Hostage taking and personal survival abilities
	• Identification and marking of
	  ○ personnel,
	  ○ vehicles,
	  ○ property, installations.

Compulsory prerequisites and related modules	NIL

References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2528, ED2 (AJP-3.14 EDA V1), ALLIED JOINT DOCTRINE FOR FORCE PROTECTION • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• Bi-SC 80-25 Force Protection • ACO Forces Standards, Vol. III • ACO Forces Standards, Vol. VI • NORDCAPS Tactical Manual ED4, Volume II

M02	Mine/UXO/IED Awareness

Overall Training Objective:
To enable the Alliance forces and operational partners to accomplish the mission in a mine/UXO/IED contaminated area.

The unit
- is aware of the risks caused by mines/UXO/IED,
- is able to accomplish its missions in potential mine/UXO/IED contaminated areas with the minimum acceptable level of risk,
- is able to recognise, mark, record and report mines/UXO/IED,
- is able to apply appropriate TTPs and control measures after a mine/UXO accident or an IED incident without taking unnecessary risk.

Individual training	**The soldier** • knows the different types of mines/UXO/IED, • is aware of the threat of mines/UXO/IED in the AOR (including tactics, methods for deployment, geographic factors, etc.), • knows the special risk from and protective measures against DU/CBRN ammunition, • is able to conduct the 5 and 20/25 metre drill, • is able to detect indications of mines/UXO/IED in the terrain and knows the different marking methods, • is able to apply appropriate procedures when finding mines/UXO/IED, • is able to mark, record and report mines/UXO/IED, • is able to apply appropriate measures after a mine/UXO accident or IED incident.
Key personnel training	**The key personnel** • are able to assess the effect of the mine/UXO/IED threat on the operation, • are able to implement the correct control procedures when mines/UXO/IED have been found, • are able to implement the correct control procedures when a mine/UXO/IED accident/incident has occurred, • know the capabilities and requirements of specialists in a NATO environment (Combat Engineers, EOD, CBRN, etc.), • are able to employ and cooperate with specialists,

	• are aware of the efforts on the mine/UXO/IED threat and results of clearance activities executed by the National Mine Action Centre, tasked NGOs and/or United Nations Mine Action Service within the AOO.
Collective training (at appropriate level)	**The unit (section/platoon/company)** • is able to conduct drills for a vulnerable point crossing, • is able to conduct the 5 and 20/25 metre drill, • is able to conduct extraction of personnel, vehicles or casualties, • is able to react appropriately to a mine/UXO accident or an IED incident, • is able to support specialist clearance operations.
Headquarters training	**The headquarters** • is able to assess the effect of the mine/UXO/IED threat on the operation, • is able to plan and employ the intelligence cycle to defeat the IED system, • is able to plan and conduct operations to target identified IEDs and caches, • is able to implement the correct control procedures when mines/UXO/IED have been found, • is able to implement the correct control procedures when a mine/UXO/IED accident/incident has occurred, • is able to interpret minefield maps, • is able to keep updated the mine/UXO/IED overlay all over its AOO, • is able to plan a mine/UXO/IED awareness programme, • is able to employ and cooperate with specialists, • is aware of the efforts on the mine/UXO/IED threat and results of clearance activities executed by the National Mine Action Centre, tasked NGOs and/or United Nations Mine Action Service within the AOO.
Training contents	**These areas are to be covered:** • Knowledge of the different types of mines and the effects of mines/UXO/IED and DU • Mine/UXO/IED/DU threat update

	• Detection, marking, recording and reporting of mines or minefields and UXO/IED
	• Handling of UXO recovered by others
	• Procedures in case of mine/UXO accidents and IED incidents, including
	  ○ First Aid (in particular CASEVAC/MEDEVAC),
	  ○ Rescue/recovery from the vehicle or self-extraction,
	  ○ Employment of and cooperation with specialists, using dedicated SOPs and reporting.

Compulsory prerequisites and related modules	• Communications and reporting • Self and Buddy Aid/First Aid • Familiarisation with land-based, air-based and, if applicable, sea-based CASEVAC/MEDEVAC equipment • Critical Incident Stress Management
References	• STANAG 2036, ED6, LAND MINE LAYING, MARKING AND REPORTING PROCEDURES • STANAG 2103, ED11 (ATP-45 EDE V1), WARNING AND REPORTING AND HAZARD PREDICTION OF CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR INCIDENTS • STANAG 2294, ED2 (ACIEDP-01 EDA V1), COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED) TRAINING REQUIREMENTS • STANAG 2295, ED4 (AJP-3.15 EDC, V1), ALLIED JOINT DOCTRINE FOR COUNTERING IMPROVISED EXPLOSIVE DEVICES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• UN Military Observer Handbook • UN DPKO Peacekeeping PDT Standards, Core Pre-Deployment Training Materials, 1st ed. • NORDCAPS, Tactical Manual ED4, Volume II • United Nations Mine Action Standards

M03	Chemical, Biological, Radiological and Nuclear (CBRN) Defence

Overall Training Objective:
To enable the Alliance forces and operational partners to accomplish the mission in a CBRN environment.

The unit
- is able to survive and to continue its assigned mission in a CBRN environment.

Individual training	**The soldier** • is able to survive in a CBRN environment and to make an appropriate contribution to the survivability and operational capabilities of the unit, • is able to meet survival standards of proficiency in CBRN defence: o to understand the capabilities and limitations of the Individual Protective Equipment (IPE) in a CBRN environment, o to recognise indications of CBRN hazards and take appropriate protective action in accordance with the unit's standing operating procedures (SOPs), o to recognise, communicate, and use CBRN alarms and signals in accordance with ATP-3.8.1, Vol. I, o to report basic information about CBRN incidents (needed for CBRN 1 messages) in accordance with STANAG 2103 (ATP-45 EDE V1), o to properly don, seat, clear and check respirator/protective mask within nine (9) seconds and complete the adjustment/ attachment of the hood, if available, within six (6) seconds, for a total of fifteen (15) seconds maximum response time following an alarm or recognition of CBRN incidents, o to relate the use of each item of protective clothing to the graduated levels of CBRN and related toxic industrial material (TIM) threats described in AJP-3.8, know how to don all such items, and be able to properly perform assigned missions while in IPE, o to take appropriate protective measures against radiological/nuclear hazards to include thermal

	radiation (light, flash and heat), blast wave and nuclear radiation effects of nuclear explosions, ○ to be able to carry out an immediate individual decontamination drill, ○ to understand and follow prescribed procedures for the removal of contaminated CBRN IPE, ○ to recognise if casualties are contaminated and perform first aid (self-aid, buddy-aid and especially usage of antidotes), ○ to practise good personal health and hygiene as a protective measure against the spread of diseases, • is able to meet basic operating standards of proficiency under CBRN conditions: ○ to maintain his CBRN IPE serviceable at all times, ○ to maintain operating efficiency before, during and after CBRN incidents in order to mitigate the effects of CBRN releases, ○ to recognise or detect chemical agent contamination and perform immediate decontamination of skin, clothing, personal equipment, individual weapon, vehicles and crew-served equipment, ○ to recognise all standard marking signs that indicate areas with CBRN contamination, ○ to cross, or by-pass, marked CBRN contaminated areas with minimum danger to themselves or others, ○ to demonstrate proficiency in performing his primary military duty, to include the use of crew/personal weapon(s), while wearing IPE for extended periods, in accordance with ATP-3.8.1, Vol. III, ○ to be familiar with the procedures to be followed at decontamination sites, ○ to be familiar with the principles of collective protection (COLPRO), including passage through contamination control area (CCA), ○ to be familiar with the various CBRN detection and monitoring equipment available to the unit.
<u>Key personnel training</u>	**The key personnel** • are able to apply CBRN defence measures beyond the scope demonstrated by individual members to

	perform CBRN defence tasks and missions but not to the degree required by CBRN defence specialists, • are able to issue orders and take CBRN defence measures tailored to the situation, threat-level and mission, • know the effects of CBRN incidents on the operational efficiency of their units/formations, • are able to evaluate the consequences/effects of any CBRN incident or attack, • know the capabilities of the CBRN organisation and the assets available, • are able to estimate the effects of wearing CBRN IPE for an extended period of time during exercises and operations (see STANAG 2499), • know the basic logistic implications/requirements when operating in a CBRN environment.
Collective training	**The unit** • is able to include selected personnel, additionally trained beyond the scope of individual standards, that are able to accomplish typical CBRN defence tasks which require additional training including monitoring, survey, reconnaissance and contamination control, • is able to take immediate action on being warned of an imminent CBRN incident, • is able to employ unit CBRN protective equipment and supplies, and maintain them in a high state of readiness, • is able to determine the presence and nature of CBRN hazards, in accordance with the tactics, techniques and procedures of ATP-3.8.1, Vol. I as appropriate, in the unit's area and take effective measures to mitigate the effects of CBRN incidents, • is capable of crossing, by-passing or functioning within contaminated areas with minimum loss of efficiency, and decontaminating where necessary, • is able to delineate contaminated areas and mark those using standard signs in accordance with ATP-3.8.1, Vol. I, • is able to report CBRN incidents and associated hazards and hazard areas in accordance with ATP-45(D) and directives from higher headquarters and national authorities,

	• is able to perform necessary decontamination of supplies, equipment and areas for which it is responsible in the performance of its primary duties.
Headquarters training	**The headquarters** • knows the CBRN defence organisation, capabilities and the equipment available, • is able to assess the capabilities of the CBRN defence forces under their command and employ those forces in accordance with appropriate doctrinal procedures, • is able to estimate the degrading effects of wearing CBRN IPE on operations for prolonged periods and understands how effects can be mitigated, • knows hazards arising from CBRN incidents in order to plan and conduct operations under such hazards including low level radiation and toxic industrial chemicals (TIC), • is able to assess the effects of CBRN incidents and/or CBRN environment on the unit, • knows the capability of medical prophylactic measures and the operational, ethical and legal impact of their use, • is able to make decisions on the survival, maintenance and restoration of operational efficiency of all subordinate elements, • is able to conduct CBRN Warning & Reporting in accordance with ATP-45(D) and directives from higher headquarters and national authorities, • is able to plan and conduct operations in account with the CBRN threat and the CBRN defence capability of units.
Training contents	**These areas are to be covered:** • Protection of personnel and equipment • Accomplishment of the assigned mission in a CBRN environment • Handling and first aid treatment of casualties in a CBRN environment • CBRN observation, monitoring and detection • Decontamination of personnel, patients, equipment, vehicles, supplies and of the critical infrastructure • CBRN hazards or incidents, Warning and Reporting

	• Evaluation of the effects of radiological, biological and chemical downwind hazards • Principles of collective protection (COLPRO) • Radiation dose control, exposure rules and record keeping
Compulsory prerequisites and related modules	• Handling of CBRN IPE • Force Protection • Basic Life Support • NATO reporting and warning system • Principles of maintaining operational effectiveness • Defensive Measures • Threat Assessment • Health and Hygiene
References	• STANAG 2047, ED9 (ATP-85 EDA V1), EMERGENCY ALARMS OF HAZARD OR ATTACK (CBRN AND AIR ATTACK ONLY) • STANAG 2103, ED11 (ATP-45 EDE V1), WARNING AND REPORTING AND HAZARD PREDICTION OF CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR INCIDENTS (OPERATORS MANUAL) • STANAG 2352, ED8 (ATP-84 EDB V1), CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR (CBRN) DEFENCE EQUIPMENT – OPERATIONAL GUIDELINES • STANAG 2451, ED4 (AJP-3.8 EDA V1), ALLIED JOINT DOCTRINE FOR CHEMICAL, BIOLOGICAL AND NUCLEAR DEFENCE • STANAG 2471, ED4 (ATP-88 EDA V1), CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR (CBRN) HAZARD MANAGEMENT FOR AIRLIFT OPERATIONS • STANAG 2499, ED3 (ATP-65 EDB V1), THE EFFECT OF WEARING CBRN INDIVIDUAL PROTECTIVE EQUIPMENT (IPE) ON INDIVIDUAL AND UNIT PERFORMANCE DURING MILITARY OPERATIONS • STANAG 2515, ED2 (ATP-70 EDA V1), COLLECTIVE PROTECTION IN A CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR ENVIRONMENT (COLPRO)

	• STANAG 2520, ED1 (ATP-3.8.1, Vol. III), CBRN DEFENCE STANDARDS FOR EDUCATION, TRAINING AND EVALUATION • STANAG 2521, ED1 (ATP-3.8.1, Vol. I), CBRN DEFENCE ON OPERATIONS • STANAG 2522, ED2 (ATP-3.8.1, Vol. II EDA V1), SPECIALIST CBRN DEFENCE CAPABILITIES • STANAG 2609, ED2 (AEODP-08 EDB V1), INTERSERVICE CHEMICAL BIOLOGICAL RADIOLOGICAL AND NUCLEAR EXPLOSIVE ORDNANCE DISPOSAL OPERATIONS (CBRN EOD) ON MULTINATIONAL DEPLOYMENTS • CBRN CONSEQUENCE MANAGEMENT HANDBOOK

M04	Self and Buddy Aid/First Aid

Overall Training Objective:
To enable the Alliance forces and operational partners to administer first aid and emergency care, and perform hygiene in an operational environment.

Individual training	**The soldier** • is able to identify risks and personal hazards and act resolutely and appropriately to avert them, • is able to rescue casualties under operational conditions and make an emergency call, • is able to use the NATO standardised CASEVAC/MEDEVAC Request Form (9-Liner), • is able to recognise the extent of injuries and conduct immediate life-saving measures in an operational environment, • is able to perform measures to relieve pain and provide psychological support to casualties, • is able to move casualties to the next medical facility, using makeshift or conventional means, • is able to use his personal medical equipment.
Key personnel training	N/A
Collective training	**The unit** • is able to apply the principles of first aid in cooperation with medical specialist personnel, • is able to conduct standard procedures for evacuation (MEDEVAC/CASEVAC).
Headquarters training	N/A
Training contents	**The following training areas are to be covered:** • Action to be taken in emergencies (emergency call, medical evacuation chain) • Control of life-threatening bleeding (e.g. amputation injuries; pressure dressing) and first wound care (dressing techniques) • Check and maintenance of vital functions (cardio-pulmonary resuscitation [CPR], treatment of shock, lateral recumbent position, unconsciousness, airway management) • Identification of fractures, craniocerebral injuries and spinal column injuries, and performance of appropriate initial measures

	• Performance of initial measures in the case of burns, heat and cold injuries • Performance of initial measures in the case of poisoning, chemical burns as well as bite injuries and stab wounds caused by poisonous animals • Preparation and implementation of medical evacuation including triage if indicated • Request and conduct of CASEVAC/MEDEVAC • Handling of personal medical equipment • Personal Hygiene (body and dental) • Communicable diseases • Force Health Protection (prevention of mission-related infections and diseases) • Disposal of waste • Sanitation • Water and food hygiene
Compulsory prerequisites and related modules	**The following training requirements are to be met:** • Initial training provided by medical personnel • Refresher training provided by medical personnel every three (3) years • First aid instructional folders of civilian relief organisations, textbooks, medical equipment and training phantoms
References	• STANAG 2122, ED4 (AMedP-8.15 EDA V1), REQUIREMENT FOR TRAINING IN CASUALTY CARE AND BASIC HYGIENE FOR ALL MILITARY PERSONNEL • STANAG 2126, ED7 (AMedP-8.7 EDA V1), FIRST-AID DRESSINGS, FIRST AID KITS AND EMERGENCY MEDICAL CARE KITS • STANAG 2546, ED1 (AJMedP-2 EDA V1), ALLIED JOINT DOCTRINE FOR MEDICAL EVACUATION • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume II

M05	Countering Insider Threats (CIT)

Overall Training Objective:
To enable the Alliance forces and operational partners to counter Insider Threats.

The unit
- knows the local culture and HNSFs,
- knows potential culture conflict areas,
- knows possible threat indicators prior to a potential Inside Attack,
- is able to apply the Guardian Angel principle,
- is able to configure an inner and outer circle for securing a meeting between NATO forces and HNSFs,
- is able to apply Close Quarter Battle (CQB) Tactics, Techniques and Procedures (TTPs),
- knows and is able to apply task-related ROE,
- is able to re-establish a relationship of cooperation with HNSFs and local actors after an Insider Attack.

Individual training	**The soldier** • knows the local culture, history and religion, • knows HNSFs (recruitment, organisation, goals and tasks), • understands the nature of the Insider Threats, knows the different types of Insider Attacks and is able to apply the respective countermeasures, • knows the Insider Threat prevention model, • is able to identify possible threat indicators before a potential Inside Attack, • is able to maintain relationships to local actors (HNSFs), • is able to use interpreters, • reports any suspicious behaviour in order to build proper situation awareness and ensure Insider Threat risk awareness, • knows and is able to apply task-related ROE, • is able to use de-escalation skills.
Key personnel training	**The key personnel** • understand the underlying reasons behind Insider Threats, • are able to integrate the knowledge of the local culture into the fight against Insider Threats,

	• are able to investigate Insider Threats indicators to generate awareness and issue specific threat warnings,
	• are able to incorporate threats of Insider Attacks in general threat assessment using the intelligence cycle:
	  ○ direction,
	  ○ collection,
	  ○ processing,
	  ○ dissemination,
	• are able to provide Insider Threat assessment to operational planning,
	• know and are able to apply task-related ROE,
	• understand the importance of Force Protection TTPs and ensure the training of these.

Collective training	**The unit** • is able to apply own unit TTPs in order to counter Insider Threats/ Attacks, • is able to employ intelligence concerning Insider Threats, • is able to contribute to the intelligence cycle in order to minimise the risk of Insider Attacks, • is able to develop an inner and outer circle for securing a meeting between NATO forces and HNSFs, • is able to conduct Guardian Angel drills, • is able to use Force Protection TTPs in order to present a visible posture, presence and profile to deter from planning an Insider Attack, • knows and is able to apply task-related ROE, • is able to conduct Close Quarter Battle TTPs in order to counter threats from a short distance.
Headquarters training	**The headquarters** • is able to plan, order and rehearse interactions between NATO forces and local partners (HNSFs) considering Insider Threats and Force Protection, • is able to make Insider Threat risk assessment by understanding the attackers' motive, intent, capability and opportunity to carry out an attack, • is able to mitigate the risks by implementing appropriate force and suitable TTPs,

	• is able to use communication that secure rapid dissemination of imminent Insider Threat warnings to all relevant personnel, • is in command of implementing task-related ROE, • is able to prepare talking points in advance of a possible Insider Attack in order to prevent the insurgency to capitalise from the attack and to help facts to become clear. <u>After the attack</u> • is able to respond to an attack using available assets including Quick Reaction Force (QRF), • is able to concentrate force rapidly in order to protect personnel and deter expansion of an attack, • is able to re-establish a safe and secure environment after the threat has been neutralised, • is able to explain the incident to coalition partners and local key leaders to ease tension and speed return to normal operations, • is able to reinforce the morale amongst soldiers, • is able to resume the mission quickly after an attack in order to demonstrate NATO forces' effectiveness, • is able to coordinate consequence management after an Insider Attack, • is able to contribute to the lessons learned process concerning Insider Threats/Insider Attacks.

<u>Training contents</u>	**These areas are to be covered:**
	• Mission Area Information (MAI)
	  ○ Local culture
	  ○ History
	  ○ Religion
	  ○ HNSFs (recruitment, organisation, goals and tasks)
	• The mechanism of Insider Threats/Insider Attacks
	  ○ The different types of Insider Threats
	  ○ The Insider Threat prevention model
	• Use of interpreters
	• Insider Threat awareness
	  ○ Intelligence cycle
	  ○ Reporting of suspicious behaviour

	○ Insider Threats indicators • Force Protection against Insider Threats/Insider Attacks ○ Guardian Angel ○ Inner and outer circle for securing a meeting between NATO forces and HNSFs • Close Quarter Battle (CQB) Tactics, Techniques and Procedures (TTPs) • Rules of Engagement (ROE) • Response to an Insider Attack • Re-establishment of relationship after an Insider Attack ○ De-escalation ○ Re-establish a safe and secure environment ○ Reinforce morale
Compulsory prerequisites and related modules	• Force Protection • Fact Finding and Information Gathering • Training and Mentoring of Host Nation Military or Security Forces • Use of task-essential equipment • Self and Buddy Aid/First Aid • International Law • Legal Framework • Communications • Cultural Awareness • MEDEVAC/CASEVAC procedures
References	• STANAG 6513, ED1 (ATP-3.16.1, EDA, V1), COUNTERING INSIDER THREATS (CIT) • ISAF INSIDER THREAT HANDBOOK 2.0 (July 2014) – NATO/ISAF RESTRICTED

4.1.2. Training Area – Operating Techniques

The Operating Techniques are a selection of core techniques up to task force level that are essential for every PSO mission.
The standards and objectives listed are to be met in order to qualify for operational readiness evaluation and to achieve the level of interoperability as expected for NATO-led PSOs.

Training Modules

M06	**Checkpoint**
M07	**Observation Post**
M08	**Patrol**
M09	**Convoy**
M10	**Escort**
M11	**Fact Finding and Information Gathering**
M12	**Inspection/Verification**
M13	**Negotiation/Mediation**
M14	**Investigation**
M15	**Communications**
M16	**Liaison**

M06	Checkpoint

Overall Training Objective:
To enable the Alliance forces and operational partners to operate checkpoints (CPs).

The unit
- is able to establish and operate a CP under different alert states and conditions,
- knows the varieties and risks of escalation/de-escalation,
- knows the principles and terms of reference for search techniques,
- knows and is able to apply task-related ROE,
- knows and is able to apply the appropriate measures for the passage of casualties through the CP,
- knows the principles of the handling of captured personnel (in coherence with the law of armed conflict).

Individual training	**The soldier** • is aware of the different types and purposes of CPs, • is able to explain the requirements as to the structures of a CP, • is able to perform his duties in established CPs, • knows how to behave and to act or react in CP operations, • is able to establish and operate road blocks, • is able to conduct personnel and vehicle checks, • is able to search persons and vehicles (including the different procedures for searching females/males/children), • is aware of the sensitivity when body searches have to be carried out, • knows the documents and IDs carried by soldiers and civilian personnel in the area of operations, • is aware of criminals or war criminals wanted by international organisations, • knows the customs and some basic phrases of the language/dialect spoken in the area of operations, • knows and is able to apply appropriate measures for the passage of casualties, • knows and is able to apply task-related ROE, • knows the principles of the handling of captured personnel (in coherence with the law of armed conflict).
Key personnel training	**The checkpoint commander** • knows the principles of the establishment, manning

	and task organisation of a CP, • is able to list the required material (equipment and documentation) for setting up and maintaining a CP, • is able to command and control a CP, • knows and is able to apply task-related ROE, • knows the principles, general regulations and instructions, including an integrated gender perspective, on vehicle and personnel control, • knows the principles and terms of reference for search techniques, • knows and is able to apply the different alert states, • knows the varieties and risks of escalation/de-escalation, • knows the principles of the handling of captured personnel (in coherence with the law of armed conflict), • is able to apply the procedures for reinforcements or relief on his CP, • is able to apply appropriate measures for the passage of casualties, • knows and is able to apply the prioritisation measures at checkpoints in order to minimise medical evacuation delays, • knows how to engage with civil authorities deployed at CPs.
Collective training	**The CP personnel** • are able to establish and operate a CP under the different alert states, and to conduct personnel and vehicle checks, • are able to practice escalation/de-escalation, • know the principles and terms of reference for search techniques.
Headquarters training	**The headquarters** • knows the different types and purposes of CPs, • plans where to establish CPs in the AOR, • is able to establish command and control and give the appropriate instructions in CP operations, • is able to implement task-related ROE, • is able to apply task-related legal procedures, • is able to apply coordination measures with health-care professionals and relevant authorities to

	minimise medical evacuation (wounded and sick) delays, • is able to define specific measures to minimise the impact on medical evacuations whenever passage through a CP is denied for reasons of imperative military necessity.
Training contents	**These areas are to be covered:** • Types, purposes, basic layout of checkpoints • Planning a CP, establishing materiel lists • Establishment, manning, task organisation and CP operations • Personnel and vehicle checks • Reinforcing and evacuating • Principles and terms of reference for search techniques
Compulsory prerequisites and related modules	• Basic individual engineer skills • Use of task-essential equipment • International Law • Legal Framework • Communications • Cultural Awareness • Force Protection • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • Crowd and Riot Control • Protection of Civilians (PoC)
References	• STANAG 2195, ED2 (AJP-2.5 EDA), CAPTURED PERSONS, MATERIEL AND DOCUMENTS • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume II • United Nations Military Observers Handbook • ICRC, Health Care in Danger, Promoting military operational practice that ensures safe access to and delivery of health care, August 2014

M07	Observation Post

Overall Training Objective:
To enable the Alliance forces and operational partners to establish and utilise an observation post (OP).

The unit
- knows the types, function and layout of an OP,
- is familiar with the general daily routine, and prepared to operate an isolated OP,
- is in command of the installation, organisation and manning of an OP,
- knows and is able to apply task-related ROE,
- is in command of the briefing and reporting procedures.

Individual training	**The soldier** • knows the purpose of the OP, • is able to observe and report any activities in the observation area, • is able to provide timely and accurate reports on every situation or incident occurring in the respective observation area, • is able to provide orientation and situation briefings as required, • knows and is able to apply task-related ROE, • is able to operate essential equipment.
Key personnel training	**The key personnel** • are able to conduct OP operations and to observe and report any activities in the respective observation area, • know and are able to apply task-related ROE, • are able to provide timely and accurate reports on every situation or incident in the observation area.
Collective training	**The unit** • is able to observe and report any activities in the observation area, • is able to provide timely and accurate reports on every situation or incident in the observation area, • is able to use all available surveillance equipment in the observation area, • is able to establish, organise and man OPs, • is able to conduct relief-in-place, reinforcement and evacuation operations.

Headquarters training	**The headquarters** • is able to plan OP operations, establishes command and control over OP operations, • is able to provide timely and accurate reports on every situation or incident in the observation area, • is able to implement task-related ROE, • is able to analyse and compile any violations of agreements between the parties to the conflict, • is able to maintain situational awareness in the area of responsibility taking into consideration the effects of military operations to health-care facilities.
Training contents	**These areas are to be covered:** • Establishment, organisation, manning of an observation post (permanent, temporary) • Observation techniques • Reporting duties • Use of all available surveillance equipment • Use of essential equipment • Support, reinforcement or evacuation of an OP
Compulsory prerequisites and related modules	• Communications • International Law • Legal Framework • Cultural Awareness • Force Protection • MEDEVAC/CASEVAC • Protection of Civilians (PoC)
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume II • ICRC, Health Care in Danger, Promoting military operational practice that ensures safe access to and delivery of health care, August 2014

M08	Patrol

Overall Training Objective:
To enable the Alliance forces and operational partners to plan and conduct all types of land based patrols.

The unit
- is able to gather information,
- is able to monitor designated areas, places and/or circumstances,
- is capable of executing patrols,
- is capable of the SOP-related reporting procedures,
- knows and is able to apply task-related ROE,
- is able to react under threat conditions.

Individual training	**The soldier** • knows the aim and all types of land based patrols, • knows and is able to apply the TTPs of the different types of land based patrols, • is proficient in land navigation, • is able to report patrol results, • knows and is able to apply task-related ROE, • is able to gather information, • is able to identify and report presumed violations, • is able to request EOD and/or CASEVAC, • is able to execute the relevant C-IED TTPs.
Key personnel training	**The patrol leader** • is able to implement the TTPs of different types of land based patrols, • knows and is able to apply task-related ROE, • is able to plan and organise the patrol composition, • knows how to select patrol routes, • is able to provide patrol reports, brief and debrief the patrol, • is able to verify reported activities that may violate an agreement, • is able to liaise and cooperate with the different stakeholders in his AOO, • is able to implement MEDEVAC/CASEVAC TTPs, • is able to implement relevant EOD and C-IED TTPs.

Collective training	**The unit** • is able to gather information, • is able to monitor designated areas, places and/or circumstances, • is capable of executing patrols, • is capable of applying the reporting procedures, • is able to react under threat conditions IAW TTPs.
Headquarters training	**The headquarters** • is able to evaluate and modify TTPs of the different types of land based patrols, • is able to command and control patrols, • is able to implement task-related ROE, • is able to analyse and compile patrol reports.
Training contents	**These areas are to be covered:** • Types of land based patrols • TTPs • Patrol reporting and briefing procedures
Compulsory prerequisites and related modules	• Use of task-essential equipment • Negotiation/Mediation • Communications • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • International Law • Legal Framework • Cultural Awareness • Mine/UXO/IED awareness and training • C-IED awareness and training • Force Protection • MEDEVAC/CASEVAC • Protection of Civilians (PoC)
References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume II

M09	Convoy

Overall Training Objective:
To enable the Alliance forces and operational partners to plan and execute a convoy.

The unit
- knows the vehicle-specific safety and security regulations,
- is able to plan and execute convoys in coordination with other units and organisations,
- knows and is able to apply task-related ROE,
- is able to protect against threats.

Individual training	**The soldier** • knows the basic principles of conducting a convoy, • is aware of the threats presented by the roads and the environment, • knows and is able to apply the protection and security rules, • knows the principles of the employment of the vehicles of the unit, • knows and is able to apply task-related ROE, • knows and is able to apply the appropriate measures to be taken after an accident, against an ambush or in other unexpected cases.
Key personnel training	**The key personnel** • are in command of the planning, orders group and execution of convoys, • are able to implement the required activities in accordance with the instructions given as a part of the convoy, • know and are able to apply task-related ROE, • are in command of the cooperation/coordination with the Military Police (MP), the combat support elements, the medical forces and the traffic control elements, • are in command of the appropriate protective mechanisms, • are able to implement the principles and rules of convoy protection, • are able to implement the convoy tactics, techniques and procedures, • are able to apply the procedures for CASEVAC.

Collective training	**The unit** • is aware of the threats presented by the roads and the environment, • knows and is able to apply the tactics, techniques and procedures, convoy protection rules and protective mechanisms, • knows and is able to apply the action to be taken in threat situations, • knows and is able to apply task-related ROE, • is able to cooperate/coordinate with the MP, the combat support elements, the medical forces and the traffic control elements.
Headquarters training	**The headquarters** • is in command of the correct orders for the planning, command and control of convoys, • is in command of the appropriate measures to be taken in threat situations, • is able to implement the tactics, techniques and procedures, convoy protection rules and protective mechanisms, • is able to implement task-related ROE.
Training contents	**These areas are to be covered:** • Tactics, techniques and procedures • Planning, orders group, execution of convoys • Cooperation/coordination with military police, engineers, medical forces, traffic control elements, IOs, GOs, NGOs, etc. • Convoy protection, and protective mechanisms
Compulsory prerequisites and related modules	• Use of task-essential equipment • Escort • Communications • Negotiation/Mediation • Force Protection • Cultural Awareness • Mine/UXO/IED awareness and training • C-IED awareness and training • Force Protection • MEDEVAC/CASEVAC • Protection of Civilians (PoC)

References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2294, ED2 (ACIEDP-01 EDA V1), COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED) TRAINING REQUIREMENTS • STANAG 2295, ED4 (AJP-3.15 EDC V1), ALLIED JOINT DOCTRINE FOR COUNTERING IMPROVISED EXPLOSIVE DEVICES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS • STANAG 2614, ED1 (ATP-76 EDA V1), CONVOY OPERATIONS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume II

M10	Escort

Overall Training Objective:
To enable the Alliance forces and operational partners to plan and conduct escorts.

The unit
- is in command of the escort procedures related to escort duties,
- knows the different types of escorts,
- is able to protect against multiple threats,
- knows and is able to apply task-related ROE,
- is able to plan and conduct the different types of escorts.

Individual training	**The soldier** • knows and is able to apply the appropriate measures to protect personnel, VIPs, equipment and movements, • knows and is able to apply the appropriate measures to be taken after an incident, • is able to act or react in hostile situations, bearing gender perspective and cultural awareness in mind, • knows and is able to apply task-related ROE, • is able to implement appropriate measures to protect personnel, VIPs, equipment and movements.
Key personnel training	**The key personnel** • are in command of the appropriate measures to protect personnel, VIPs, equipment and movements, • know how to react on ambushes and other incidents, • know the responsibilities of the escort in details, • know how to act or react in hostile situations, • know the updated operational situation, • know and are able to apply task-related ROE, • are able to implement force protection measures, • are able to employ reaction forces, • are able to implement the procedures for CASEVAC.
Collective training	**The unit** • knows the relevant doctrine, • is in command of the appropriate measures to protect personnel, VIPs, equipment and movements, • is in command of the appropriate measures to be

	taken after an incident, • is able to apply task-related ROE, • knows how to act or react in hostile situations, applying a gender perspective, where applicable, • is able to liaise and cooperate with the different stakeholders in his AOO, • is able to conduct route/area reconnaissance, • is able to provide high value assets/site/area security.
Headquarters training	**The headquarters** • is able to issue orders in accordance with doctrine, considering a gender perspective and cultural awareness, where applicable, • is able to implement appropriate measures to protect personnel, VIPs, equipment and movements, • is able to implement task-related ROE, • knows how to act or react in hostile situations, • is able to provide current situation updates/reports/ briefings, • is able to coordinate with higher, subordinate, adjacent levels and NGOs/GOs/IOs as required, • is able to employ reaction forces.
Training contents	**These areas are to be covered:** • Tactics, techniques and procedures • Protection of personnel, equipment and especially VIPs
Compulsory prerequisites and related modules	• Use of task-essential equipment • Convoy • Patrol • Communications • Negotiation/Mediation • Cultural Awareness • Mine/UXO/IED awareness and training • C-IED awareness and training • MEDEVAC/CASEVAC • Protection of Civilians (PoC) • Force Protection • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats)

References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2294, ED2 (ACIEDP-01 EDA V1), COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED) TRAINING REQUIREMENTS • STANAG 2295, ED4 (AJP-3.15 EDC V1), ALLIED JOINT DOCTRINE FOR COUNTERING IMPROVISED EXPLOSIVE DEVICES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume II

M11	Fact Finding and Information Gathering

Overall Training Objective:
To enable the Alliance forces and operational partners to execute fact finding and information gathering operations.

The unit
- is able to apply the different methods of gathering information,
- is able to gather information during operations.

Individual training	**The soldier** • knows the importance of fact finding and information gathering in support of the operational planning and the commander's decision-making process, • is able to collect information during operations.
Key personnel training	**The key personnel** • know their role in the intelligence cycle.
Collective training	**The unit** • is able to gather information during operations.
Headquarters training	**The headquarters** • is able to analyse and use gathered information in operations planning and decision-making, • is able to plan, command and control fact finding or information gathering operations.
Training contents	**These areas are to be covered:** • Intelligence cycle • Information gathering as a part of the intelligence preparation of the battlefield • Different means of collecting information
Compulsory prerequisites and related modules	• International Law • Legal Framework • Negotiation/Mediation • Patrol • Cultural Awareness • Force Protection • Coordination/Cooperation with IOs, GOs and NGOs • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence

	(CR-SGBV) • Protection of Civilians (PoC)
References	• STANAG 2191, ED3 (AJP-2.1 EDB V1), ALLIED JOINT DOCTRINE FOR INTELLIGENCE PROCEDURES • STANAG 2537, ED2 (AJP-2.3 EDA V1), ALLIED JOINT DOCTRINE FOR HUMAN INTELLIGENCE (HUMINT) • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• Bi-SC Directive 40-1, Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure

M12	Inspection/Verification

Overall Training Objective:
To enable the Alliance forces and operational partners to conduct inspection or verification tasks.

The unit
- is able to accomplish its inspection/verification missions,
- knows relevant foreign weapons and explosives,
- understands the legal provisions as to the conduct of inspections.

Individual training	**The soldier** • is aware of the types, purpose, sequence and scope of inspections or verifications, • is able to apply the procedures connected to the registration, confiscation of weapons, ammunition, explosives and equipment, • knows relevant foreign weapons and explosives, • understands the legal provisions as to the conduct of inspections.
Key personnel training	**The key personnel** • know the different types, the purpose, sequence and scope of inspections or verifications, • are able to give the appropriate instructions for the planning, conducting and reporting of inspections or verifications, • are able to conduct inspections or verifications, • are able to give the appropriate instructions for the confiscation and registration of weapons, ammunition, explosives and equipment, • are able to prepare inspection/verification reports, • know relevant foreign weapons and explosives.
Collective training	**The unit** • knows the types, purpose, sequence and scope of inspections or verifications, • is able to prepare and conduct inspections or verifications, • is able to conduct the confiscation, registration and reporting of weapons, ammunition, explosives and equipment, • is responsible for the familiarisation of the inspection team,

	• knows relevant foreign weapons and explosives, • knows the legal provisions as to the conduct of inspections.
Headquarters training	**The headquarters** • is able to plan, command and control inspections or verifications, • is in command of the types, purpose, sequence and scope of inspections or verifications, • is able to adhere to all mandates and legal provisions authorising the inspection or verification missions, • knows relevant foreign weapons and explosives.
Training contents	**These areas are to be covered:** • Types, purpose, sequence and scope of inspections/verifications • Planning and preparing the inspection/verification • Familiarisation of the inspection team • Conducting the inspection/verification • Confiscation, registration of weapons, ammunition, explosives and equipment • Inspection/verification report
Compulsory prerequisites and related modules	• International Law • Legal Framework • Fact Finding and Information Gathering • Investigation • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • Force Protection • Cultural Awareness • Liaison • Allocation and Control of Weaponry, Equipment and Infrastructure
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• UN DPKO - Disarmament, Demobilisation and Reintegration of Ex-Combatants in a Peacekeeping Environment • GTZ, NODEFIC, PPC, SNDC: Disarmament, Demobilisation and Reintegration - A Practical Field and Classroom Guide, 2004

M13	Negotiation/Mediation

Overall Training Objective:
To enable the Alliance forces and operational partners to apply negotiation/mediation skills.

The unit
- is aware of the principles and fundamentals of negotiation/mediation,
- is able to apply the appropriate negotiation/mediation skills,
- is able to apply human rights, human security, protection of civilians and a gender perspective in negotiation/mediation.

Individual training	**The soldier** • is aware of the principles and fundamentals of negotiation, • is able to negotiate in the respective language of the coalition and alliance partners or belligerents, or to use interpreters/language assistants to discuss in the respective language, • knows the legal restrictions of his authority in a dispute, • is able to apply the basic skills of conducting a meeting, including force protection and OPSEC, • is able to explain the basic principles of human rights, human security, protection of civilians and gender.
Key personnel training	**The key personnel** • know the principles, purpose, scope and fundamentals and legal framework of negotiation/ mediation, • are in command of the areas "preparation, problem analysis, objective, alternative solutions, agenda, interpreters and preparation of the location", • know the mission mandate, key messages and talking points, • are able to apply the sequence of a negotiation: 1. Preparation, 2. Execution including introduction (warm-up) and negotiate the agenda, 3. Exploitation including final remarks and minutes, • are able to use interpreters to negotiate in the respective language, • are able to interact with the media, • are able to apply basic principles of human rights,

	human security, protection of civilians and gender.
Collective training	**The unit** • is able to conduct negotiation/mediation during framework operations.
Headquarters training	**The headquarters** • knows the principles, purpose, scope, fundamentals and legal framework of negotiation/mediation, • is able to manage the information collection plan and planning process including evaluation and assessment, • is able to properly prepare the negotiation/mediation, including human rights, human security, protection of civilians and a gender perspective: problem analysis, objectives, alternative solutions, definition of the agenda, use of interpreters/language assistants, interaction with the media and preparation of the location.
Training contents	**These areas are to be covered:** • Fundamentals of negotiation/mediation • Purpose and scope • Preparation (agenda, location) • Problem analysis • Aim/objective of negotiation/mediation • Alternative solutions • Working with interpreters/language assistants • Execution • Introduction (Warm-up) • Negotiation/mediation • Final remarks • Exploitation (including minutes) • Key framework in human rights, human security, protection of civilians and gender
Compulsory prerequisites and related modules	**These areas are to be covered first:** • International Law • Legal Framework • Force Protection • Ethical Characteristics and Code of Conduct • Cultural Awareness • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and

	Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) • Protection of Civilians (PoC)
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume I • UN Military Observer Handbook • UN Infantry Battalion Manual Vol. II, DPKO, 2012 • UN Pocket Reference Guide for Military Commanders in PKO, DPKO, 2011.

M14	Investigation

Overall Training Objective:
To enable the Alliance forces and operational partners to conduct investigations.

The unit
- is able to accomplish its investigation mission.

Individual training	**The soldier** • is aware of the types and purpose of investigations, • is aware of the basic elements of the legal fundamentals relating to investigation, • knows and is able to conduct investigation procedures, • knows the correct investigation principles.
Key personnel training	**The key personnel** • know the types and purpose of investigations, • are able to conduct investigation procedures, • know their responsibilities and are able to give the appropriate instructions in the planning, preparation and implementation of the investigation, • consider national requirements and/or caveats of the contributing nations, • are able to use interpreters, • are able to record the statements made by witnesses during the investigation, • are in command of the reviewing measures, • are able to prepare the investigation report.
Collective training	**The unit** • is able to accomplish its investigation mission.
Headquarters training	**The headquarters** • knows the types and purpose of investigations, • knows and orders the investigation procedures, • is able to coordinate with the military police, special police units and the International Police Task Force (IPTF, e.g. UNMIK Police), • is able to apply the appropriate instructions for the planning, preparation and implementation of the investigations, • considers national requirements and/or caveats of the contributing nations,

	• is in command of the reviewing measures, • is able to prepare the investigation report.
Training contents	**These areas are to be covered:** • Types and purpose of investigations • Investigation procedures • Planning/preparation • Implementation • Review • Investigation report
Compulsory prerequisites and related modules	• International Law • Legal Framework • National requirements and/or caveats • Force Protection • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • Liaison • Negotiation/Mediation • Mine/UXO/IED Awareness • C-IED awareness and training • Protection of Civilians (PoC)
References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• UN Military Observers Handbook • NORDCAPS, Tactical Manual ED4, Volume II

M15	Communications

Overall Training Objective:
To enable the Alliance forces and operational partners to apply appropriate communication procedures.

The unit
- is able to conduct all necessary communications to facilitate operations and interoperability.

Individual training	**The soldier** • is able to use communication assets available in the mission area (training may take place in the Area of Operations), • is able to conduct radio voice procedures in English, • knows the vulnerability of the forces' communication systems to hostile intelligence, • is able to use all relevant reports.
Key personnel training	**The key personnel** N/A
Collective training	**The unit** • is able to conduct all necessary communications to facilitate operations and interoperability.
Headquarters training	**The headquarters** • is able to implement the necessary restrictions on communication, • is able to provide and use alternative communication means should this be necessary, • is able to deploy tactical HQ, • is able to facilitate interoperability.
Training contents	**These areas are to be covered:** • Voice procedures (English language) • Formal reports/radio traffic control (Traffic Log)
Compulsory prerequisites and related modules	• Basic national radio and communication training • Basic English language skills • Formal transmission regulations
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS

Supporting documents	• ALLIED COMMUNICATIONS PUBLICATION (ACP) 125 (F), COMMUNICATION INSTRUCTIONS RADIOTELEPHONE PROCEDURES

M16	Liaison

Overall Training Objective:
To enable the Alliance forces and operational partners to liaise with key stakeholders.

The unit
- is able to analyse the purpose and types of liaison,
- is able to conduct liaison tasks,
- is able to utilise the various means of liaison,
- is able to apply the fundamentals of using interpreters,
- is able to apply a gender perspective in liaising.

Individual training	**The soldier** • is able to explain the purpose and means of liaison, • is able to explain the tasks of the liaison teams and officers, • is able to explain and apply the basic procedures concerning Hot Lines and Emergency Calls, • is able to transmit and receive radio messages (in English).
Key personnel training	**The key personnel** • are able to explain the purpose and means of liaison, • are able to conduct liaison tasks, • are able to work with formal reports, • are able to use interpreters, • are able to establish liaison regarding the respective command level, • are able to apply a gender perspective in liaising.
Collective training	**The unit** • is able to utilise the liaison net available, • is able to analyse the purpose and types of liaison, • is able to conduct liaison tasks, • is able to react on Hot Line or Emergency Calls on the liaison net.
Headquarters training	**The headquarters** • is able to analyse the purpose and types of liaison, • is able to plan liaison tasks in accordance with the directives on liaison as laid down in the SOPs, • is able to define the tasks of the liaison teams and officers (including an integrated gender

	perspective), • is able to command and control the liaison teams, • is able to command and control interpreters, • is able to establish liaison regarding its level of command.
Training contents	**These areas are to be covered:** • Purpose and types of liaison • Tasks of the liaison teams and officers • Means of liaison • Formal reports/Radio checks • Use of interpreters • How to apply a gender perspective • Liaison meeting • Use of Hot Line/Emergency Calls
Compulsory prerequisites and related modules	• Communications • Legal Framework • Gender Perspective I Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) • Protection of Civilians (PoC) • Cooperation/Coordination with IOs, GOs, NGOs • Negotiation/Mediation • Cultural Awareness
References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume I • Bi-SC Directive 40-1, Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure

4.1.3. Training Area – Supplementary Tasks

The Supplementary Tasks are represented by a number of training modules as listed hereunder.
The objectives listed are to be met in order to qualify for operational readiness evaluation and to achieve the level of interoperability as expected for NATO-led PSOs.

Training Modules	
M17	**Detention/Custody/Arrest**
M18	**Crowd and Riot Control**
M19	**Cooperation/Coordination with International Organisations (IOs), Governmental Organisations (GOs) and Non-Governmental Organisations (NGOs)**
M20	**Public Affairs**
M21	**Supporting Humanitarian Relief**
M22	**Counter-Improvised Explosive Devices (C-IED)**
M23	**Personnel Recovery**

M17	Detention/Custody/Arrest

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the procedures for the detention of persons and the custody transfer of detainees.

The unit
- is able to accomplish its missions,
- is in command of the legal fundamentals and the procedures with regard to detention, custody and arrest in the area of operations,
- is in command of the procedures applying to search & detention and confiscation.

Individual training	**The soldier** • is aware of the basic elements of the legal fundamentals applying to detention, custody and arrest, • knows the legal authorities for the detention of persons and placing persons under arrest, • knows his responsibilities in regard to detention/custody/arrest, • is able to support the appropriate measures to treat, register, transport and guard detainees, • understands the concept of segregation of detainees based on gender, religion, rank, vulnerable persons, and juveniles from adults, • is able to support the procedures applying to search and detention and to confiscation, • knows the principles for placing persons under arrest, • knows the rules of transfer of detainees, • is able to apply the ROE in the AOO in regard to detention/custody/arrest, • knows the fundamental human rights.
Key personnel training	**The key personnel** • are in command of the legal fundamentals dealing with detention, custody and arrest as listed in “training contents”, • know the legal authorities for the detention of persons, • know the legal authorities for placing persons under arrest,

	• are in command of the procedures applying to search and detention and to confiscation, with respect to the gender perspective, • are in command of the appropriate measures to treat, register, transport and guard detainees, • are able to give the appropriate instructions to take effective measures and actions for the arrest of persons as listed in “training contents”, • are in command of the procedures of cooperation with the military police, special police units and the International Police Task Force (IPTF, e.g. UNMIK Police), • are in command of the procedures for the threat to use military force under due consideration of the principle of the necessity and proportionality of means, • are able to properly and effectively question detainees in order to obtain information, • know the legal rules applicable for detention, • are aware of legal limitations for questioning detainees and understand that a detainee may not be forced through physical and/or psychological duress to provide more information, • understand the role of the International Committee of the Red Cross and allow its personnel private visits of detainees.
<u>Collective training</u>	**The unit** • is aware of the legal fundamentals dealing with detention, custody and arrest, • knows the legal authorities for the detention of persons and placing persons under arrest, • is able to conduct the procedures applying to search and detention and to confiscation, with respect to the gender perspective, • knows its responsibility in regard to detention, custody, arrest and transport, • is able to treat, register, transport and guard detainees, • is aware of the principles for placing persons under arrest, • is able to apply the procedures for the threat to use military force under due consideration of the principle of the necessity and proportionality of

	means.
Headquarters training	**The headquarters** • is in command of the legal fundamentals dealing with detention, custody and arrest as listed in "training contents", • knows the legal authorities for the detention of persons, • knows the legal authorities for placing persons under arrest, • is in command of the procedures applying to search and detention and to confiscation, with respect to the gender perspective, • is in command of the appropriate measures to treat, register, transport and guard detainees, • is able to give the appropriate instructions to take effective measures and actions for the arrest of persons as listed in "training contents", • is in command of the procedures of cooperation with the military police, special police units and the International Police Task Force (IPTF, e.g. UNMIK Police), • understands the role of Protective Powers in regard to the enforcement of the Geneva Conventions of 1949. Protecting powers are neutral States designated to safeguard the interests of belligerent parties in enemy countries, and they are to help implement the Geneva Conventions of 1949. If Protecting Powers are not appointed, the ICRC may offer their services.

Training contents	**These training areas are to be covered:**
	• Legal fundamentals
	  ○ The Geneva Conventions of 1949 (I-IV) and their Additional Protocols
	  ○ Applicable national law
	  ○ International Humanitarian Law also known as Law of Armed Conflict
	  ○ European Convention on Human Rights, where applicable
	• Legal authorities for the detention of persons using the example of a current Peace Support Operation (PSO)
	  ○ How to treat detainees
	  ○ Registration of detainees

	○ Transport of detainees ○ Guarding of detainees ○ Process of review of detention ○ Procedures for transfer and release/repatriation of detainees • Legal authorities for placing persons under arrest (a) Arrest of hostile forces, and, as may be appropriate, civilians ○ if they represent safety and security threats, or ○ if they interfere with the accomplishment of the mission on the part of the military forces of a PSO. Arrested persons are to be immediately handed over to the military police or the competent authority. If this is not possible, they must be released as soon as the situation allows the fulfilment of the mission without further risk. (b) Arrest of wanted delinquents and war criminals. (c) Arrest of suspected delinquents pursuant to Directive No. 8 (strong suspicion to have committed a serious crime or being caught or pursued in the very act), in order to prevent further crimes and provide the opportunity to sentence the criminals and institute proper proceedings. (d) Cooperation with the military police, special police units and the International Police Task Force (IPTF, e.g. UNMIK Police). • How to apply gender-sensitive searching procedures
<u>Compulsory prerequisites and related modules</u>	• International Humanitarian Law • Law of Armed Conflict • Legal Framework • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) • Protection of Civilian (PoC) • Regulations for the employment of vehicles • Communications

References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume I and II • The Geneva Conventions of 1949 (I-IV) and their Additional Protocols • STANAG 2449, ED2 (ATrainP-2 EDA, V1) TRAINING IN THE LAW OF ARMED CONFLICT • European Convention on Human Rights • Bi-SC Directive 40-1, Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure • ICRC, Health Care in Danger, Promoting military operational practice that ensures safe access to and delivery of health care, August 2014

M18	Crowd and Riot Control

Overall Training Objective:
To enable the Alliance forces and operational partners to apply crowd and riot control procedures.

The unit
- is able to apply crowd and riot control tactics, techniques and procedures (TTPs),
- is able to conduct crowd and riot control operations (CRC Ops),
- is able to apply task-related ROE.

Individual training	**The soldier** • is able to apply task-related ROE, • is able to employ non-lethal weapons (NLWs), • understands escalation/de-escalation drills, • is able to take part in baseline and movement drills, • is able to react to different types of attacks, • is able to use specific CRC equipment, • knows the group dynamics of a crowd, • knows CRC TTPs.
Key personnel training	**The key personnel** • are able to apply task-related ROE, • are able to implement CRC TTPs, • know the NLWs available and their employment possibilities, • know own national restrictions concerning crowd and riot control, • know the group dynamics of a crowd, • are able to apply escalation/de-escalation drills, • are capable of CRC planning and coordination.
Collective training	**The unit:** **Plan CRC Operations:** • knows crowd dynamics and crowd management techniques, • is capable of planning CRC Ops, • is capable of coordinating and cooperating with other military and police forces. **Conduct CRC operations:** • is capable of organising the necessary forces and assets in a timely manner, adopting appropriate tactical formations in accordance with the expected

	size and nature of the threat in order to deter, stop or prevent aggressive behaviour by a crowd, • is capable of providing force protection during deployment to CRC Ops. **Conduct containment operations:** • is capable of applying the appropriate TTPs to contain the crowd in a designated area, and prepared to act/react to an escalating/de-escalating situation, • is capable of operating independently and also with police and other military forces if required, • is capable of providing force protection during containment operations. **Conduct separation operations:** • is capable of applying the appropriate TTPs to separate a large crowd or to keep apart different groups of demonstrators, bearing gender and cultural perspectives in mind, • is capable of operating independently and also with police and other military forces if required, • is capable of providing force protection during separation operations. **Conduct dispersal operations:** • is capable of applying the appropriate TTPs to disperse a crowd, • is capable of operating independently and also with police and other military forces if required, • is capable of providing force protection during dispersal operations. **Conduct seizure operations:** • is capable of applying the appropriate TTPs to seize rioters, • is capable of operating independently and also with police and other military forces if required, • is capable of providing force protection during seizure operations, • is able to manage and evacuate any seized persons, and knows the procedures for their onward processing.

	Sustain CRC operations: • is capable of applying procedures to sustain CRC Ops with Combat Supplies, Medical, Personnel, Equipment Support and Vehicle Recovery, • is able to support combat units and subunits in CRC Ops, • is able to fulfil its mission by providing all necessary resources (manpower, techniques, equipment, etc.), • can provide first aid to own (sub)units and the civilian population, • is able to evacuate wounded and injured personnel immediately from the area where CRC Ops are being conducted, • is capable of holding the appropriate medical equipment ready for immediate use, • is able to manage and select personnel depending on mission tasks, • can execute cooperative functions in joint units to reinforce or relieve own subordinate units or selected personnel, • is able to ensure all necessary equipment support for CRC Ops, • can maintain special CRC Ops equipment and understands its repair chain, • is capable of managing vehicles used for CRC Ops, • is capable of recovering disabled vehicles, • is able to repair or, if necessary, backload damaged vehicles dependent on the nature of repair required. **Recover from CRC operations:** • is able to apply the TTPs for extraction from CRC Ops, • is capable of providing force protection during recovery from CRC Ops, • is able to regenerate forces after CRC Ops, • is capable of debriefing all personnel after CRC operations, • is able to identify lessons of future operational value, • is able to apply the after action reporting system for CRC Ops,

	• knows the importance and procedures for exploitation of intelligence and information gathered from seized people and from debriefing its own personnel.
Headquarters training	**The headquarters** • is able to apply task-related ROE, • understands the implications of national restrictions on involvement, techniques and equipment for the planning and conduct of CRC Ops, • is capable of planning, commanding and controlling CRC Ops, • is capable of maintaining close liaison with the police organisation in the mission area.
Training contents	**These areas are to be covered:** • Employment of NLWs in PSOs • Legal fundamentals • Application of ROE • CRC TTPs • Implications of gender perspective
Compulsory prerequisites and related modules	• International Law • Legal Framework • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • Stress Management • Ethical Characteristics and Code of Conduct • Cultural Awareness • Protection of Civilians (PoC)
References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume II • Bi-SC Directive 40-1, Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure

M19	Coordination/Cooperation with International Organisations (IOs), Governmental Organisations (GOs) and Non-governmental Organisations (NGOs)

Overall Training Objective:
To enable the Alliance forces and operational partners to cooperate and coordinate with IOs/GOs/NGOs.

The unit
- knows the techniques and procedures of the different types of humanitarian organisations (NGOs/GOs/IOs) in the area of operations, and their objectives,
- knows the roles and contributions of GOs/NGOs and IOs in peace support operations,
- is able to support humanitarian operations, elections, and resettlement operations,
- provides the environment to facilitate coordination/cooperation between the military and GOs/NGOs and IOs.

Individual training	**The soldier** • knows the roles and contributions of IOs, GOs and NGOs in Peace Support Operations.
Key personnel training	**The key personnel** • know the techniques and procedures/the working areas and objectives of the IOs, GOs and NGOs, • are able to differentiate between the task areas/task of the civilian humanitarian organisations and CIMIC, • know the coordination levels of cooperation and take them into account in military planning, • are able to plan, prepare and take the appropriate measures, including an integrated gender perspective, for the support and monitoring of civilian relief operations, elections or resettlement operations into account, • know the limitations and possibilities of military cooperation with IOs, GOs and NGOs.
Collective training	**The unit** • is able to understand the techniques and procedures of the different types of humanitarian organisations (NGOs/GOs/IOs) in the area of operations, and their objectives, • is able to support humanitarian operations, elections, and resettlement operations, • provides the environment to facilitate

	coordination/cooperation between the military and GOs/NGOs and IOs, • knows the roles and contributions of GOs/NGOs and IOs in peace support operations.
Headquarters training	**The headquarters** • is able to coordinate the different capabilities of the individual organisations in order to enhance the effectiveness of the mission, • is able to plan, command and control the support and monitoring of civilian humanitarian operations, elections or resettlement programmes (including a gender perspective), • knows the limitations and possibilities of military cooperation with IOs, GOs and NGOs, • is able to establish and maintain a CIMIC coordination centre, • is able to provide threat analysis and briefings to IOs, GOs and NGOs, • is able to assist IOs, GOs and NGOs in the evacuation planning and execution as required, • is able to provide public services on a temporary basis until assumed by proper authorities, • is able to fulfil public administrative tasks (e.g. refuse disposal, electricity, gas, water supply, etc.), • is able to assist and direct the local authorities in the fulfilment of public administrative tasks.
Training contents	**These training areas are to be covered:** • Types, roles and mandate of IOs, GOs and NGOs • Aims, delineation from CIMIC • Cooperation between the armed forces/IOs, GOs and NGOs • Importance of key leaders • Understand the Cross Cutting Topics in relation to the mission (e.g. humanitarian rights, IHL, etc.) • Principles for resettlement • Principles for monitoring elections • Principles for civil administration (case studies) • Problem areas in cooperation matters • Support of IOs, GOs and NGOs • Possibilities for CASEVAC and (other) evacuation

Compulsory prerequisites and related modules	• International Law • Legal Framework • Escort • Convoy • Negotiation/Mediation • Communications • Force Protection • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence, CR-SGBV) • Protection of Civilians (PoC) • Mine/UXO/IED Awareness • C-IED awareness and training
References	• STANAG 2181, ED2 (AJP-3.4.1 EDA V1), ALLIED JOINT DOCTRINE FOR THE MILITARY CONTRIBUTION TO PEACE SUPPORT • STANAG 2509, ED2 (AJP-3.4.9 EDA V1), ALLIED JOINT DOCTRINE FOR CIVIL-MILITARY COOPERATION • STANAG 2576, ED1 (AJP-3.4.3 EDA V1), ALLIED JOINT DOCTRINE FOR THE MILITARY CONTRIBUTION TO HUMANITARIAN ASSISTANCE • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS • MC 411/2, NATO MILITARY POLICY ON CIVIL-MILITARY COOPERATION (CIMIC) AND CIVIL-MILITARY INTERACTION (CMI)
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume I • Civil-Military Cooperation Centre of Excellence CIMIC Field Handbook • CIMIC COE, Advanced Cultural Competence, November 2011 • CIMIC COE, Gender makes sense: A Way to Improve your Mission, 2013

M20	Public Affairs

Overall Training Objective:
To make the Alliance forces and operational partners aware of the roles and responsibilities in relation to Public Affairs, key messaging, and media interactions.

The unit
- prepares unit Public Affairs (PA) programme as an integral part of NATO STRATCOM Policy,
- knows how to interrelate with the media,
- knows what to do if media representatives ask for an interview or statements,
- is able to deal with media representatives.

Individual training	**The soldier** • is aware that the public has the fundamental right to be informed on the mission, • is media-aware, • knows which pieces of information can/cannot be disclosed to the media, • knows how to behave towards reporters or media representatives, • is able to give short statements, according to his individual situation and his own level of responsibility, • knows fundamentals of media interaction.
Key personnel training	**The key personnel** • are aware that the public has the fundamental right to be informed on the mission, • are able to facilitate media interaction, • know which information can/cannot be disclosed to the media at the different levels of command, • are able to brief and accompany journalists during the performance of their tasks, • are able to give informed key messages and statements to the media.

Collective training	**The unit** • knows how to interrelate with the media, • knows what to do if media representatives ask for an interview or statements, • is able to deal with media representatives.
Headquarters training	**The headquarters** • is able to prepare unit Public Affairs (PA) programme as an integral part of NATO STRATCOM Policy, • is responsible for media interaction and approval of official media presentations, • is able to conduct press conferences/interviews, • is able to disseminate which information can/cannot be disclosed to the media at the different levels of command, • is able to brief and accompany journalists during the performance of their tasks, • is able to give informed key messages and statements to the media, • is able to define rules for interacting with the media, • is able to provide media awareness guidance to subordinates.
Training contents	**These training areas are to be covered:** • Behaviour towards media representatives • Behaviour during interviews and statements • Giving statements • Develop unit PA programme as an integral part of NATO STRATCOM Policy
Compulsory prerequisites and related modules	• Negotiation/Mediation • Liaison • International Law • Legal Framework • Force Protection • Cultural Awareness
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS • Bi-SC Public Affairs Handbook 2014

Supporting documents	• UN Provisional Guidelines for Public Information Components in UN Peacekeeping and Other Field Operations • NORDCAPS, Tactical Manual ED4, Volume I • ACO Directive (AD) 095-002, Strategic Communications, 21 May 2012

M21	Supporting Humanitarian Relief

Overall Training Objective:
To enable the Alliance forces and operational partners to conduct operations within the framework of humanitarian relief or aid measures.

The unit
- respects the sovereignty of the affected nation(s) and the core principles that guide humanitarian relief,
- is able to adhere to the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) Cluster System,
- is aware of the role, responsibilities and objectives of the relevant IOs, GOs and NGOs,
- knows the possibilities and limitations of military support,
- is able to cooperate with and support humanitarian relief operations,
- knows and is able to apply task-related ROE.

Individual training	**The soldier** • is aware of the role, responsibilities and objectives of the relevant IOs, GOs and NGOs, • is aware of the operating environment, • knows the possibilities and limitations of military support, • is aware of the UNOCHA Cluster System, • knows the basic principles of cooperation with IOs, GOs and NGOs, • knows and is able to apply task-related ROE.
Key personnel training	**The key personnel** • ensure that humanitarian intervention by military forces respects the sovereignty of the affected nation(s) and humanitarian principles, • know the UNOCHA Cluster System, • are able to cooperate with IOs, GOs and NGOs, • are able to coordinate support for humanitarian relief provided by IOs, GOs and NGOs, • are able to brief representatives on the current general and security situation, • know and are able to apply task-related ROE.
Collective training	**The unit** • is able to gather information about the humanitarian relief situation, • is able to adhere to the UNOCHA Cluster System,

	• is able to reconnoitre roads, bridges and traffic conditions to support relief operations, • is able to escort convoys, • is able to evacuate threatened relief personnel, • knows and is able to apply task-related ROE.
Headquarters training	**The headquarters** • is familiar with the IOs, GOs and NGOs in the AOR, • knows the possibilities and limitations of the HQ's own authorities, means and resources, • is able to brief on the current general and security situation, • is able to coordinate support for relief operations including a gender perspective, when applicable, • is able to plan and conduct evacuation operations for relief personnel, • is able to maintain close liaison with IOs, GOs and NGOs working in the AOR, • is in command of implementing task-related ROE.
Training contents	**These areas should be covered:** • Type, role, aims and objectives of IOs, GOs and NGOs to be expected in the AOR • Coordination of operations • Information gathering concerning humanitarian situation • Support the distribution of relief goods • Protective measures • Evacuation of relief personnel
Compulsory prerequisites and related modules	• International Humanitarian Law • Legal Framework • Liaison • Fact Finding and Information Gathering • Negotiation/Mediation • Protection of Civilians (PoC) • Mine/UXO/IED awareness and training • Force Protection • Escort • Convoy • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV)

	• Cooperation/Coordination with IOs/GOs/NGOs
References	• STANAG 2181, ED2 (AJP-3.4.1 EDA V1), ALLIED JOINT DOCTRINE FOR THE MILITARY CONTRIBUTION TO PEACE SUPPORT • STANAG 2509, ED2 (AJP-3.4.9 EDA V1), ALLIED JOINT DOCTRINE FOR NATO CIVIL-MILITARY COOPERATION • STANAG 2576, ED1 (AJP-3.4.3 EDA V1), ALLIED JOINT DOCTRINE FOR THE MILITARY CONTRIBUTION TO HUMANITARIAN ASSISTANCE • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS • Sphere Standards (The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response) • UN Interagency Standing Committee Reference Module for Cluster Coordination at the Country Level (revised version, July 2015)
Supporting documents	• The Geneva Conventions (I-IV) of 1949 and their Additional Protocols • NORDCAPS, Tactical Manual ED4, Volume I • Civil-Military Cooperation Centre of Excellence CIMIC Field Handbook • CIMIC COE, Advanced Cultural Competence, November 2011 • Office for the Coordination of Humanitarian Affairs (OCHA), Oslo Guidelines, Guidelines on the use of foreign military and civil defence assets in disaster relief, November 2007

M22	Counter-Improvised Explosive Devices (C-IED)

Overall Training Objective:
To enable the Alliance forces and operational partners to apply the C-IED TTPs and embed C-IED as an approach into routine planning and execution of activities at all levels.

The unit
- is aware of the threat posed by the IED system,
- understands and is able to apply C-IED doctrine including the exploitation of products to support C-IED activities,
- is able to understand and address higher commanders' intelligence requirements to attack the network and defeat the IED system,
- is able to apply appropriate TTPs and control measures after an IED incident.

Individual training	**The soldier** • is aware the IED system, • knows the basic concept of the C-IED approach, • knows the individual's role in defeating the IED system, • is able to identify the main parts of an IED and the different IED types, • is able to identify possible IED indicators and TTPs used by insurgents, • is able to identify possible suicide attack indicators, • is able to use Electronic Countermeasures (ECM) equipment to protect against the use of radio-controlled IEDs (RC-IEDs), • is able to conduct route clearance operations in relation to the IED threat, • is able to conduct basic military search, • is able to react to an IED find by conducting the 4 Cs (Confirm, Clear, Cordon, Control), • is able to conduct the 5 and 20/25 metre drill to clear the immediate vicinity, • is able to apply appropriate IED reporting procedures, • knows the purpose of IED exploitation, • is able to gather information in support of C-IED operations, • is able to preserve biometric information (with respect to national legal restrictions).

Key personnel training	**The key personnel** • know own forces' C-IED structure and capabilities, • know the capabilities and requirements of NATO C-IED Exploitation System, particularly specialists Weapons Intelligence Team (WIT) or forensic collection teams, • are able to conduct technical and forensic material collection when the specialist teams are not available, • are able to conduct tactical questioning of locals concerning IED events, finds, unusual activity and other information related to the IED system in the area, • know and understand local culture and integrate it into the fight against the IED system, • know, understand and explain the role of information operations and information products such as leaflets, posters, television advertisements to prevent IED attacks.

Collective training	**The unit**
	• is able to apply own unit C-IED TTPs,
	• is able to employ organic Intelligence, Surveillance, and Reconnaissance (ISR) to identify elements of the IED system,
	• is able to contribute to the intelligence cycle to defeat the IED system,
	• is able to control the employment of unit exploitation assets in support of the theatre-wide exploitation system,
	• is able to conduct Information Operation Activities to defeat the IED system,
	• is able to conduct military search and route clearance in support of the C-IED operations,
	• is able to conduct:
	  ○ convoy and patrol drills (mounted /dismounted) in an IED environment,
	  ○ drills for a vulnerable point and vulnerable area crossing,
	  ○ IED incident management including casualty immediate action drills.

Headquarters training	**The headquarters**
	• knows own forces' C-IED structure and capabilities,
	• knows the capabilities and requirements of NATO C-IED Exploitation System and the intelligence cycle,
	• is able to establish a C-IED structure within the HQ including own battle rhythm and coordination procedures for internal HQ activities and with external subordinate and superior units/HQs,
	• is able to implement coordination procedures with the rest of HQ activities,
	• is able to implement appropriate C-IED reports and returns,
	• is able to conduct Intelligence Preparation of the Environment (IPE) in an area with an IED threat and evaluate the role of IEDs in this environment,
	• is able to provide C-IED support to operational planning,
	• is able to plan and contribute to operations to disrupt adversary IED system
	  ○ plan and task organic and external Intelligence, Surveillance, and Reconnaissance (ISR) to identify elements of the IED system,
	  ○ plan and control the employment of organic exploitation assets in support of the C-IED theatre-wide exploitation system,
	  ○ plan and direct Information Operation Activities in support of C-IED,
	  ○ plan and direct Electronic Warfare (EW) operations against the IED system,
	  ○ coordinate combined/inter-agency operations,
	  ○ plan military search and route clearance operations,
	• is able to coordinate consequence management after an IED incident,
	• is able to assess and implement higher commander's intelligence requirements in support of Attacking the Network,
	• is able to apply human network analysis and support to targeting,

	• is able to identify and assign IED system elements to the Joint Prioritised Engagement List (JPEL) for targeting, • is able to contribute to the C-IED lessons learned process.

Training contents	**These areas are to be covered:**
	• The IED threat and the IED system
	  ○ Interaction with the human, physical and information environments
	• C-IED Exploitation system and its contribution to the intelligence cycle
	• The NATO C-IED concept and doctrine, the NATO C-IED approach. Three pillars:
	  ○ Attack the network
	  ○ Defeat the device
	  ○ Prepare the force
	• C-IED Areas of Activities (Understand, Pursue, Prevent, Protect and Prepare)
	• Supporting enablers to C-IED
	  ○ EOD/IEDD
	  ○ Military Search
	  ○ Route Clearance Capability
	  ○ EW Support
	  ○ Information Operations
	  ○ Military Working Dogs
	  ○ HN/Local population support
	• Human network analysis and support to targeting

Compulsory prerequisites and related modules	• Related modules:
	  ○ Force Protection
	  ○ Mine/UXO/IED Awareness
	  ○ CBRN Defence
	  ○ Fact Finding and Information Gathering
	  ○ Cultural Awareness

References	• STANAG 2294, ED2 (ACIEDP-01 EDA V1), COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED) TRAINING REQUIREMENTS • STANAG 2295, ED4 (AJP-3.15 EDC V1), ALLIED JOINT DOCTRINE FOR COUNTERING IMPROVISED EXPLOSIVE DEVICES

M23	Personnel Recovery
	• COMMANDERS' AND STAFF HANDBOOK FOR COUNTERING IMPROVISED EXPLOSIVE DEVICES (C-IED)

Overall Training Objective:
To facilitate the Alliance forces and operational partners' basic knowledge of personnel recovery (PR).

The individual and the unit
- is/are able to participate in Personnel Recovery Operations (PROs),
- is prepared to survive and/or cope in an isolated situation in hostile environments.

Individual training	**The soldier**
	• is trained as a potential survivor according to his threat level (Low/Medium/High Risk of Isolation and/or Exploitation, LRIE, MRIE, HRIE) as stated in the references,
	• is trained as an operator in accordance with his proficiency level: Level A, B, C as stated in the references,
	• is introduced to the concept of Survival, Escape/Evasion, Resistance and Extraction (SERE) at the level of risk of isolation and role of the soldier,
	• is, as a minimum, able to:
	  ○ participate in a recovery operation,
	  ○ fill in an Isolated Personnel Report (ISOPREP) form and use the information therein to facilitate their recovery,
	  ○ use an Evasion Plan of Action (EPA),
	  ○ use operational personal equipment,
	  ○ use personal locating and land navigation devices,

	○ use the natural environment, ○ report a PR incident, ○ apply appropriate procedures during recovery, ○ use the Global Positioning System (GPS), ○ apply the principles of Protection, Location, Water, Food (PLWF).
Key personnel training	**The key personnel** • are able to draft an EPA and brief it to their personnel, • are able to understand the EPA of another person operating in their AOR or designated AOO and plan a recovery mission accordingly, • are able to report any PR incident following the appropriate procedure, • are able to manage the ISOPREP forms at their level, • are able to use all PR-specific communications procedures IAW JPR JOG (PR 11-liner, SARNEG procedure, two-way authentication, duress code), • are proficient in the use of the GPS, • are able to take a lead role in Special Instructions (SPINS).
Collective training	**The unit** • incorporates PR in all levels of planning, • knows how to act when it becomes isolated, • knows which actions to take when one or more of its elements become isolated, • is able to apply the principles of PLWF and take account of the effects of: ○ human factors (physiological and psychological), ○ temporary factors (e.g. first aid, environment, water, food, hygiene, etc.), • is able to execute or participate in a recovery operation.
Headquarters training	**The headquarters** • assigns a PR Point of Contact, • checks if a PR structure is set up in its AOR or designated AOO, • is able to provide a PR annex of the OPLAN and an SOP related to PR,

	• is able to plan and execute (or participate in) a PRO,
	• is able to manage all appropriate PR tasks at its level:
	  ○ Report,
	  ○ Locate,
	  ○ Support,
	  ○ Recover,
	  ○ Reintegrate.

Training contents	These areas are to be covered as a minimum: AJP-3.7 EDA V1, ALLIED JOINT DOCTRINE FOR RECOVERY OF PERSONNEL IN A HOSTILE ENVIRONMENT • Chapter 2 - Personnel recovery system • Chapter 4 - Military personnel recovery architecture • Chapter 5 - Personnel recovery phases ACO DIRECTIVE 080-101, PERSONNEL RECOVERY IN NATO OPERATIONS • Chapter 2 - Responsibilities • Chapter 8 - SERE Support • Chapter 10 - Training
Compulsory prerequisites and related modules	• Force Protection • Mine/UXO/IED Awareness • Self and Buddy Aid/First Aid • Communications • International Law • Legal Framework • Cultural Awareness • Stress Management
References	• STANAG 6511, ED1 (AJP-3.7 EDA V1), ALLIED JOINT DOCTRINE FOR RECOVERY OF PERSONNEL IN A HOSTILE ENVIRONMENT • ACO DIRECTIVE 080-101, PERSONNEL RECOVERY IN NATO OPERATIONS
Supporting documents	• STANAG 7226, ED1 (APRP-3.3.7.3 EDA V1), CONDUCT AFTER CAPTURE (CAC) TRAINING • Bi-SC JOINT PERSONNEL RECOVERY JOINT OPERATIONAL GUIDELINES

4.1.4. Training Area – Legal Implications

The Legal Implications are a set of information necessary to understand essential provisions of international law and the legal framework with regard to NATO-led PSOs. The objectives listed are to be met in order to qualify for operational readiness evaluation and to achieve the level of interoperability as expected for NATO-led PSOs.

Training Modules	
M24	**International Law**
M25	**Legal Framework**

M24	International Law

Overall Training Objective:
To enable the Alliance forces and operational partners to understand international law and the law of armed conflict.

The unit
- knows the essential provisions of international law and the law of armed conflict,
- adheres, within the framework of the mission, to the international regulations as to the treatment of detainees, casualties, civilian population and cultural assets,
- is able to demonstrate the correct actions to mitigate conflict-related sexual and gender-based violence,
- is able to demonstrate the correct actions and reactions in a practical exercise.

Individual training	**The soldier** • is able to adhere to the international regulations as to the treatment of detainees, casualties, civilian population and cultural assets within the framework of the mission.
Key personnel training	**The key personnel** • know the essential stipulations of international law, • carefully consider the international regulations as to the issuing of orders, • adhere, within the framework of the mission, to the international regulations as to the treatment of detainees, casualties, civilian population, gender perspective and cultural assets.
Collective training	N/A
Headquarters training	**The headquarters** • knows the essential provisions of international law, • carefully considers the international regulations regarding the issuing of orders, • adheres, within the framework of the mission, to the international regulations as to the treatment of detainees, casualties, civilian population and cultural assets, • applies the ROE in accordance with international law.
Training contents	**These areas are to be covered:** • International Law • Combatants/Non-combatants

	• Combat assets/methods • Protection and rights of prisoners of war • Reprisals • Protection of the civilian population • Protection of casualties, the sick and displaced persons • Protection of cultural heritage • Protective signs and signals
Compulsory prerequisites and related modules	• Mission Area Information • Ethical Characteristics and Code of Conduct • Protection of Civilians (PoC)
References	• STANAG 2449, ED2 (ATrainP-2 EDA V1), TRAINING IN THE LAW OF ARMED CONFLICT • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• UN Charter • NORDCAPS, Tactical Manual ED4, Volume I • ICRC, Health Care in Danger, Promoting military operational practice that ensures safe access to and delivery of health care, August 2014

M25	Legal Framework

Overall Training Objective:
To enable the Alliance forces and operational partners to operate within the mission's legal framework and understand key legal aspects relevant to conducting operations.

The unit
- knows the creation and core components of the legal framework prior to missions,
- is familiar with the structure, contents and intentions of mandates,
- is familiar with the structure, contents and intentions of Status of Forces Agreements (SOFAs),
- knows how to effectively implement the provisions of the SOFAs,
- is familiar with different ROE and is aware of the consequences on actions and reactions,
- is able to plan and conduct operations in accordance with the ROE,
- is aware of possible additional police tasks and their legal basis.

Individual training	**The soldier** • knows the components of the legal framework, • is aware of the fundamentals of peace missions and the creation of UN Security Council resolutions, • is familiar with the structure, contents and intentions of mandates, • is familiar with the structure, contents and intentions of SOFAs, • is familiar with the basic rights, obligations and privileges and knows specific restrictions relevant to individuals addressed by the SOFA, • understands the armed forces' immunities and protective clauses as stipulated by the SOFA, • understands the consequences of violations of host nation law and/or the SOFA provisions, • is in command of the principles of different ROE, • knows the general rules as to the use of direct force, • is able to apply the principle of the necessity and proportionality of means when using firearms, ordnance and force, without the direction of the respective commander, • understands the inherent right of self-defence, • is aware of possible additional police tasks and their legal basis.

Key personnel	**The key personnel** • are in command of relevant resolutions, • know the fundamentals of peace missions, • know the mission and charter of the UN, the UN and how the UN can act and react, or of other mandating organisations, • are able to explain the components of the legal framework, • understand the legal fundamentals for the presence of the force in the area of operations/the host nation, • are able to demonstrate how to handle and mitigate conflict-related sexual and gender-based violence if occurring in the mission area, • demonstrate the UN zero tolerance policy on sexual exploitation and abuse, • establish mechanisms to ensure that SOFA provisions are not abused by members of the force and/or other members not entitled to SOFA privileges, • take appropriate measures against members of the armed forces violating host nation law or the SOFA, • understand the timelines and framework established under the SOFA to exercise criminal and civil jurisdiction over members of the force, • take measures to ensure that the rights of the members of the force are protected, • know the basic meaning of the ROE and take them into account in the orders and in command and control, • know the general rules as to the use of force, • are able to apply the principle of the necessity and proportionality of means when using firearms, ordnance and force, • are confident in the application of the ROE, • understand the national reservations to or exemptions from the mandate or ROE.
Collective training	N/A
Headquarters training	**The headquarters** • is aware of the fundamentals of the implementation of international peace missions, • is aware of the relevant resolution/mandate and

	SOFA, • is able to command and control a mission in compliance with the mandate, SOFA and other relevant agreements, • is aware of the rights, responsibilities and protective mechanisms granted to the deployed force through the SOFA, • knows the host nation's point of contact to settle any issue which may arise, • takes the general rules as to the use of force into account in the planning, organisation and command and control of operations, • is able to apply the principle of the necessity and proportionality of means when using firearms, ordnance and force, • is confident in the application of the ROE, • reacts to changes in the ROE and provides training and training aids to subordinates, • is able to command and control temporary operations similar to police tasks considering national reservations and possibilities, • takes supplementary legal directives into account in the planning, organisation and command and control of operations.

Training contents	**These areas are to be covered:**
	• Fundamentals of peace missions
	• UN Charter
	• The UN Security Council
	• International peace missions pursuant to
	  ○ Chapter VI (Pacific Settlement of Disputes)
	  ○ Chapter VII (Action with Respect to Threats to the Peace, Breaches of the Peace and Acts of Aggression)
	  ○ Chapter VIII (Regional Arrangements)
	• Implementation of international peace missions
	• Resolution of the UN Security Council and other mandating bodies
	• Creation, contents, aim and problems of mandates (case studies)
	• Scope of SOFAs (case studies)
	  ○ Guidelines for the use of armed force/the preconditions for the use of military force using the example of a current PSO

	○ Principles ○ General rules for the use of force ○ Use of firearms, ordnance and force • Enforcement of missions through the use of armed force under due consideration of the ROE • Extended tasks similar to police tasks with legal fundamentals (detention, arrest, custody, transport of detainees) • Relevant supplementary directives
Compulsory prerequisites and related modules	• Overview of the political aspects • International Law • Force Protection • Mitigate conflict-related sexual and gender-based violence
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• UN Charter • UN Code of Conduct • UNSCR on Women, Peace and Security • UN General Guidelines for Peacekeeping Operations • NORDCAPS, Tactical Manual ED4, Volume I • Bi-SC Directive 40-1, Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure

4.1.5. Training Area - Tactics

The purpose of tactics with regard to NATO-led PSOs is to provide information on how to prepare and conduct search operations.
The objective listed is to be met in order to qualify for operational readiness evaluation and to achieve the level of interoperability as expected for NATO-led PSOs.

Training Module	
M26	**Cordon & Search Operations**

M26	Cordon & Search Operations

Overall Training Objective:
To enable the Alliance forces and operational partners to understand and conduct cordon and search operations within the framework of PSOs.

The unit

- is able to plan, prepare and conduct cordon & search operations (including a gender and cultural perspective), comprising the search of personnel, vehicles, buildings and/or terrain under various threat conditions,
- knows the different aims, principles and terms of reference for cordon & search operations,
- knows the basic task-related legal procedures,
- is able to conduct cordon & search operations in relation with police forces,
- knows and is able to apply task-related ROE,
- knows the exceptional nature of health-care facilities searches and is able to apply measures to minimise the impact of searches in health-care facilities on both patients and health-care personnel,
- knows and is able to apply appropriate actions in relation to the Protection of Civilians.

Individual training	**The soldier**
	• is aware of the different aims, types and purposes of cordon & search operations such as
	  ○ the capture of wanted persons, arms, radio equipment, supplies, explosives or documents,
	  ○ the disruption of hostile activities such as bomb or weapons production,
	  ○ the elimination of the influence of hostile parties in a specific locality, particularly with regard to expanding a controlled area,
	• is able to perform different types of searches such as personnel, vehicle, building, and area searches,
	• is able to apply a gender perspective applicable to the mission area,
	• knows the requirements for the different search operations,
	• is aware of the different parties involved in cordon & search operations and their associated tasks,
	• is able to perform his duties in the different parts of cordon & search operations as a member of the
	  ○ search team/party,
	  ○ protection/covering team,
	  ○ cordon party,
	  ○ reserve or

	○ other parties such as the police, EOD teams etc., • is able to conduct searches using different techniques and technical equipment, • is aware of the risks and threats of these operations and able to minimise them as far as possible, • knows and is able to apply task-related ROE, • is able to identify and detain persons of interest and turn them over to the appropriate authorities, • is able to detect and confiscate illegal equipment or contraband and turn it over to the appropriate authorities, • has knowledge of the opponent's methods of disguising and hiding objects, • knows the documentation and IDs carried by military personnel and civilians in the area of operations, • is aware of criminals or war criminals wanted by international organisations, • is familiar with local customs and basic phrases of the language spoken in the area of operations, • knows and is able to apply measures to minimise the impact of searches in health-care facilities on both patients and health-care personnel.
Key personnel training	**The key personnel** • know the principles, aims and terms of reference of the different cordon & search operations including a gender perspective, • know task-related legal procedures. **Planning and preparation of cordon & search operations** **The key personnel** • are able to plan, command and control a cordon & search operation, • are able to ensure the coordination between the different elements involved in the operation, • are able to plan, command and control the intelligence preparation of the cordon & search operation and the deception plan as necessary,

	• are able to take the different threat conditions and alert states into account in the planning process. **Conduct of cordon & search operations** **The key personnel** • are able to ensure the coordination between the different elements involved in the operation, • are able to act in accordance with the procedures for the detention of suspected persons, • are able to apply a gender perspective in the operation, • are able to act in accordance with the procedures for the confiscation of illegal equipment/contraband and the handing over to the appropriate legal authorities, • are able to take the different threat conditions and alert states during the cordon & search operation into account, • know and are able to apply task-related ROE, • know and are able to apply measures to minimise the impact of searches in health-care facilities on both patients and health-care personnel.
<u>Collective training</u>	**Planning and preparation of cordon & search operations** **The unit** • is able to plan, command and control cordon & search operations and to conduct personnel, vehicle, building and/or area searches under various threat conditions, • knows the different aims, principles and terms of reference for cordon & search operations, • knows and is able to apply measures to minimise the impact of searches in health-care facilities on both patients and health-care personnel, • knows task-related legal procedures and implications, • implements measures to enhance understanding of the operational environment in order to minimise the impact of searches in health-care facilities on both patients and health-care personnel.

	Conduct of cordon & search operations **The unit** • is able to conduct the different types of cordon & search operations, • is able to interact with other units/elements, • is able to establish outer cordon, • is able to establish inner cordon, • is able to establish mobile checkpoints, • is able to establish mobile observation posts, • is able to make arrests, • is able to handle detainees, • is able to recognise, mark and report IEDs, mines and UXO (identify them using specialist personnel), • is able to handle confiscated weapons, ammunition, explosives, documents etc., • is able to secure and handle evidence/information, • is able to perform Force Protection, • is able to document and register information, • is able to apply task-related ROE, • is able to debrief and report.
Headquarters training	**The headquarters** • is able to plan, command and control different types of cordon & search operations according to the SOP and the current situation including a gender-integrated comprehensive approach, • is able to conduct an estimate and assessment of the overall requirements of cordon & search operations within the overarching concept of operations, • is able to coordinate between the military and non-military elements in cordon & search operations, • is able to conduct coordination measures with health-care professionals and relevant authorities providing health-care assistance for the wounded and sick in order to minimise the impact of search operations, • is able to implement specific measures to guarantee the exceptional nature of health-care facility searches and the removal of an individual from such a facility in order to minimise the impact on patients and health-care personnel,

	• is able to plan and provide support to friendly forces, • is able to take the legal implications applicable to the operation into account, • is able to implement a targeting process, • is able to implement task-related ROE, • is able to include Psychological Operations (PSYOPS) into cordon & search operations.
Training contents	**These areas are to be covered:** • Types, purpose and objective of cordon & search operations • Task organisation required for the different types of cordon & search operations • Principles and terms of reference for cordon & search operations • Different search techniques (personnel, vehicles, buildings, areas [rural or built-up]) • Interaction within the teams involved in a cordon & search operation • Coordination between the different elements involved in a cordon & search operation • Detection of suspected persons and illegal equipment • Principles of integrating a gender perspective into cordon & search operations • Detention of persons and confiscation of equipment, hand-over to legal authorities • Application of ROE, Code of Conduct and Rules of Behaviour (if applicable) in different situations • Measures to regulate the behaviour of military personnel while conducting search operations in health-care facilities
Compulsory prerequisites and related modules	• Use of task-essential equipment • International Law • Legal Framework • Fact Finding and Information Gathering • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • Communications • Cultural Awareness • Force Protection • Mine/UXO/IED awareness and training

	• C-IED awareness and training • MEDEVAC/CASEVAC • Protection of Civilians (PoC) • Observation Post • Checkpoint • Inspection/Verification • Investigation
References	• STANAG 2195, ED2 (AJP-2.5 EDA), CAPTURED PERSONS, MATERIEL AND DOCUMENTS • STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2283, ED3 (ATP-3.12.1.1 EDC V1), ALLIED TACTICAL DOCTRINE FOR MILITARY SEARCH • STANAG 2294, ED2 (ACIEDP-01 EDA V1), COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED) TRAINING REQUIREMENTS • STANAG 2295, ED4 (AJP-3.15 EDC V1), ALLIED JOINT DOCTRINE FOR COUNTERING IMPROVISED EXPLOSIVE DEVICES • STANAG 2449, ED2 (ATrainP-2 EDA V1), TRAINING IN THE LAW OF ARMED CONFLICT • STANAG 2508, ED4 (AJP-3.10.1 EDB V1), ALLIED JOINT DOCTRINE FOR PSYCHOLOGICAL OPERATIONS • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• Bi-SC Directive 80-25 Force Protection • NORDCAPS, Tactical Manual ED4, Volume II • Geneva Conventions • ICRC - Code of Conduct for Combatants • Principles for the conduct of peace support operations (PSOs) • A Course Provided by Peace Operations Training Institute, July 2008 • DIA 3.17, Fouille opérationnelle, CICDE, February 2009, French forces • FT-13, Doctrine de contre-rébellion, CDEF, January 2009, French forces

	• ICRC, Health Care in Danger, Promoting military operational practice that ensures safe access to and delivery of health care, August 2014

4.1.6. Training Area – Cultural Awareness

The Cultural Awareness Training Modules are a selection of core guidelines and methods aimed to enhance the soldier's motivation and awareness of the necessity and sense of a PSO.
The standards and objectives listed are to be met in order to qualify for operational readiness evaluation and to achieve the level of interoperability as expected for NATO-led PSOs.

Training Modules	
M27	**Mission Area Information**
M28	**Ethical Characteristics and Code of Conduct**
M29	**Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV)**

M27	Mission Area Information

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the special characteristics of the Mission Area, e.g. geographical, ethnic, gender, religious, climate.

The unit
- knows the ethical, political and legal justification of the mission,
- knows the specific characteristics of the mission area (e.g. geographical, ethnic, gender, religious, climatic aspects),
- understands the cultural factors within the mission area,
- understands the structure, roles and responsibilities of elements within the mission (force structure) and mission partners (IOs, GOs, Civil Society Organisations [CSOs], Host Nation, etc.),
- understands the mission mandate, specified and implied tasks.

Individual training	**The soldier** • knows the ethical, political, gender and legal justification of the mission, • is able to evaluate his individual role within the mission as a whole, • identifies himself with the mission, • knows the specific characteristics of the mission area (e.g. geographical, ethnic, religious, climatic aspects), • knows the dos and don'ts of the local culture(s) and mission partners, • knows all force elements within the mission (including international allies), • knows all mission partners including all IOs, NGOs, CSOs, Host Nation, etc.
Key personnel training	**The key personnel** • know and are able to explain the ethical, gender, legal and political justification of the mission to the soldiers, • know the specific characteristics of the mission area (e.g. geographical, ethnic, religious, climatic aspects), • understand how actions/operations conducted by the mission may affect the local populations (including vulnerable persons) and mission partners,

	• understand the mission mandate, specified and implied tasks, • are able to identify personnel of influence within the mission area for key leader engagement, community leader engagement, etc.
Collective training	N/A
Headquarters training	**The headquarters** • is able to establish liaison with key/community leaders, • is able to establish liaison with elements within the mission, • is able to establish liaison with mission partners including all IOs, NGOs, CSOs, Host Nation, etc.).
Training contents	**These areas are to be covered:** • Political and historical development of the mission • Legal fundamentals and justification of a nation's participation in the mission • Dimension and significance of the mission • Specific characteristics of the mission area (e.g. geographical, ethnic, religious, gender perspectives, climatic aspects)
Compulsory prerequisites and related modules	• International Law • Legal Framework • Knowledge of the political decision-making process in the respective home country • Cultural Awareness • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender Based Violence (CR-SGBV)
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume I • Relevant UN mission mandate • Applicable ROE • Law of Armed Conflict • UN Civil-Military Coordination Handbook

M28	Ethical Characteristics and Code of Conduct

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the code of conduct, which is a requirement of all those who serve on PSOs.

The unit
- knows the meaning and purpose of Peace Support Operations,
- is aware of the exceptional role as a representative of the international society,
- is aware of different social and cultural attitudes in various societies, including their respective gender perspectives,
- is familiar with the four (4) basic guidelines,
- knows and applies the ten UN rules of the Code of Personal Conduct,
- is aware of the UN zero tolerance policy,
- is aware of the consequences of misguided behaviour,
- is aware of the requirements and procedures related to the reporting and investigation of misconduct,
- is aware of the responsibility for proper conduct based on core values and competencies.

Individual training	**The soldier** • knows the meaning and purpose of Peace Support Operations, • is aware of the exceptional role as a representative of the international society, • is aware of the different social and cultural attitudes in various societies, • is familiar with the four (4) basic guidelines, • is aware of the ten UN rules of the Code of Personal Conduct, • is able to identify, and knows how to report, the categories of misconduct, • is aware of the consequences of misguided behaviour, • understands how incidents of misconduct and Sexual Exploitation and Abuse (SEA) can undermine the mission and cause backlash from the population or armed groups.
Key personnel training	**The key personnel** • are able to explain the meaning and purposes of PSOs, • are able to take local customs and habits as well as gender perspectives and cultural differences

	into consideration both in personnel selection in sensitive cases and in the issuing of orders, • are able to establish competencies and responsibilities for subordinates, • are able to ensure that the subordinates are aware of and respect their duties, • understand the reporting mechanisms within the PSO, including those elements that would conduct investigations, • are aware of the hiring protocols and constraints of the PSO when hiring local nationals, • know procedures for the initial handling and investigation of victims of misconduct (such as victims of SEA), including those for minors and vulnerable persons.
Collective training	N/A
Headquarters training	**The headquarters** • is aware of the necessity of good and continuous relationship to the local authorities and population and other PSO contingents and members, • takes local customs and habits as well as gender perspectives into consideration when issuing the orders, • takes cultural differences among the peacekeepers into consideration when issuing the orders and establishing task teams, • is able to inform and train all HQ members and assigned units about their duties and responsibilities, and ensures observance, • has established liaison with relevant personnel who would conduct investigations concerning incidents of misconduct, • understands the post-investigation reporting requirements through appropriate channels.
Training contents	**These areas are to be covered:** • Meaning and purpose of Peace Support Operations • Behaviour as a Peacekeeper • Information on basic social differences within societies concerning food, religion, family, language, gender and social relations • Learn about different views on human rights and

	human dignity
Compulsory prerequisites and related modules	• International Law • Legal Framework • Cultural Awareness • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) • Protection of Civilians (PoC)
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume I • UN Code of Conduct • UNSCR 2272 – Sexual Exploitation and Abuse • Memorandum of Understanding between the UN and Troop Contributing Countries • Measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13) • Observance by United Nations forces of International Humanitarian Law (ST/SGB/1999/13) • Directives for Disciplinary Matters involving Civilian Police Officers and Military Observers (DPKO/MD/03/00994) • UN DPKO: Specialised Training Materials on Child Protection for UN Peacekeepers

M29	Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV)

Overall Training Objective:
To enable the Alliance forces and operational partners to implement a gender perspective in the planning and execution of PSOs and understand the causes and consequences of CR-SGBV.

The unit
- is able to identify and report gender disaggregated data,
- understands how customary conflict-resolution mechanisms affect women and men differently, and how their social status may change as a result of war/conflict,
- understands what gender-related information is,
- is aware of the main content of the UNSCR on Women, Peace and Security,
- understands the meaning of the term gender (Bi-SC Directive 40-1),
- responds correctly to Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) when it occurs in the mission area,
- understands the gender perspective as an operational tool and force multiplier.

Individual training	**The soldier** • is aware of the importance of the gender perspective within the mission as a whole, • includes the gender perspective in all operating techniques, • identifies gender disaggregated data and understands how and where to collect these data in the mission area, • is able to identify and report gender-related Lessons Observed (LO), • has basic knowledge of the resolutions and directives concerning CR-SGBV, • knows the obligation to report CR-SGBV when observed.
Key personnel training	**The key personnel** • know the specific internal organisation and gender advisory structure, i.e. the location and role of Gender Advisors and Gender Focal Points, • shall ensure that gender perspective is mainstreamed in policies, planning and conduct of operations, • are able to work with formal reports,

	• are in command of the appropriate measures to be taken to implement a gender perspective within the operation, • are able to use a gender integrated comprehensive approach when conducting liaison with external actors, • are able to advise leadership and staff on how to mitigate CR-SGBV, • are able to address CR-SGBV in accordance with ROE and legal framework, • are able to assess and manage risk when conducting gender-focused operations, • know the specific gender perspective characteristics of the mission area, i.e. have access to gender disaggregated data.
Collective training	**The unit** • understands how to implement a gender perspective in the mission area within own functional branch or area, • understands what gender-related information is, • addresses effectively the procedures to mitigate CR-SGBV in the mission area, • applies the mandate of protection as well as prohibition of sexual violence in accordance with regulations.
Headquarters training	**The headquarters** • applies an integrated gender perspective in the planning process (gender perspective has to be addressed in Annex RR – in all OPLANs), • applies a gender perspective when conducting operations, • assesses and manages risk when planning and conducting gender-focused operations, • understands NATO policy on gender perspective and CR-SGBV, • implements a gender perspective within the HQ, • has sufficient Gender Focal Points within each branch of the HQ.
Training contents	**These areas are to be covered:** • Gender disaggregated data in information collection and reporting

	• Directives, fundamentals and justification of a gender perspective in PSOs • Dimension and significance of gender perspective in operations • Gender definition • Relevant UNSCRs and mission mandates • Human Trafficking • CR-SGBV as a tactic of war • Countering CR-SGBV
Compulsory prerequisites and related modules	• International Law • Legal Framework • Cultural Awareness • Mitigation of CR-SGBV • DDR • Training and mentoring of Host Nation Military or Security Forces • Legal Framework • Cooperation/Coordination with IOs, GOs, NGOs • Advising/Partnering/Augmenting (when applicable to the mission)
References	• STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1) GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS • Bi-SC Directive 40-1, Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure • UNSCR 1820 and related resolutions • UNSCR on Women, Peace and Security • ACO Gender Functional Planning Guide, July 2015 • (NATO) Military Guidelines on the Prevention of, and Response to, Conflict-Related Sexual and Gender-Based Violence (MCM-0009-2015), 1 June 2015
Supporting documents	• CIMIC COE, Gender makes sense: A Way to Improve your Mission, 2013 • NORDCAPS, Tactical Manual ED4, Volume I • DPKO/DFS Guidelines – Integrating a Gender Perspective into the Work of United Nations Military in Peacekeeping Operations

4.1.7. Training Area - Security Sector Reform

Security Sector Reform (SSR) aims to create a secure environment that is conducive to development, poverty reduction, good governance and, in particular, the growth of democratic states and institutions based on the rule of law. This relies on the ability of the state to mitigate its people's vulnerabilities through development, and to use a range of policy instruments to prevent or address security threats that affect society's well-being.

This includes establishing appropriate civilian oversight of security actors. Hence, a broader range of state institutions is now being considered in the provision of security, with the military seen as one instrument among many.

The "security sector" includes traditional security actors such as the armed forces and police, oversight bodies such as the executive and legislature, civil society organisations, justice and law enforcement institutions such as the judiciary and prisons, as well as non-state security providers.

Security Sector Reform will require an operational level plan that will incorporate the roles of multiple agencies addressing the various aspects of the entire security sector. It will include democratic oversight and accountability, defence, police, justice, prison and intelligence and security service reform, integrated border management, private security and military companies as well as the civil society.

The focus of the efforts of military forces will primarily be on the development and reform of Host Nation Security Forces (HNSF).

"Security Sector" is a broad term often used to describe the structures, institutions and personnel responsible for the management, provision and oversight of security in a country. It is generally accepted that the security sector includes defence, law enforcement, corrections, intelligence services and institutions responsible for border management, customs and civil emergencies. Elements of the judicial sector responsible for the adjudication of cases of alleged criminal conduct and misuse of force are, in many instances, also included. Furthermore, the security sector includes actors that play a role in managing and overseeing the design and implementation of security, such as ministries, legislative bodies and civil society groups. Other non-State actors that could be considered part of the security sector include customary or informal authorities and private security services.

ATP-3.2.1.1 details the tactical stability tasks related to supporting Security Sector Reform (SSR). In general, military forces supporting SSR programmes can expect to undertake some or all of the tasks given in the list below. Other partners in the interagency framework will be responsible for other tasks, such as the long-term reintegration of the former combatants.

- Military Support to SSR.
- Disarmament, demobilisation and reintegration of security forces, militias and/or

illegally armed groups (DDR).
- Protection of demobilised personnel.
- Assistance in selection and recruitment of a new security service.
- Allocation and control of weaponry, equipment and infrastructure.
- Training, mentoring.
- Transfer of Security Responsibility (TSR) to HNSF.
- Establish Interim Criminal Justice System.
- Support Judicial Reform.
- Support Legal System Reform.
- Support Corrections Reform.
- Support War Crimes Courts and Tribunals.
- Support Property Disputes Resolution Processes.

Many military activities contributing to the SSR process are military tasks also contributing to other PSOs and are therefore dealt with in other Training Modules of the TEPSO Manual. These modules applicable to the SSR process are referred to in the appropriate module of the Training Area SSR.

Training Modules

M30	**Disarmament, Demobilisation and Reintegration**
M31	**Allocation and Control of Weaponry, Equipment and Infrastructure**
M32	**Training and Mentoring of Host Nation Military or Security Forces**
M33	**Advising/Partnering/Augmenting**

M30	Disarmament, Demobilisation & Reintegration (DDR)

Overall Training Objective:
To enable the Alliance forces and operational partners to understand how DDR can enhance the stability of the security environment by disarming and demobilising combatants and by helping former combatants return to civilian life.

The unit
- is able to assist civilian organisations in accomplishing their DDR responsibilities as a part of a PSO mission.

Individual training	**The soldier** • is aware of the purpose, sequence and scope of the disarmament, demobilisation and reintegration phases, • has basic knowledge of armed groups (both recognised and non-recognised) within the conflict area, • has basic knowledge of Human Rights, Vulnerable Groups Issues (Gender and Child Soldier Issues) and military and civil culture within the conflict area, • has basic knowledge regarding weapons, ammunition and explosives used in the conflict, • is able to apply the mission-specific procedures connected to the registration of combatants, weapons, ammunition, explosives.
Key personnel training	**The key personnel** • know the aim of SSR and linkages to DDR within the SSR, • are aware of the military focus areas within SSR, • know the purpose, sequence and scope of the whole DDR programme (to include the civilian responsibilities), • are able to participate in the DDR planning process and give appropriate instructions for the military planning, conducting, reporting, mentoring and evaluation of the DDR programme, • are able to conduct disarmament and demobilisation phases and take an active part to support the reintegration phase if mandated, • have knowledge of the special target groups to be disarmed, demobilised and reintegrated (i.e. child soldiers, female combatants and supporters),

	• have in-depth knowledge of Human Rights, gender perspective and military and civil culture within the conflict area and are able to give the appropriate instructions regarding these issues, • have working knowledge regarding weapons, ammunition and explosives used in the conflict, • are able to give instructions regarding the registration of combatants, weapons, ammunition, explosives and equipment (i.e. data, forms, certificates), • have working knowledge of weapon destruction equipment and methodology in coordination with EOD experts, • are able to give instructions regarding the weapon destruction process (to include safety regulations), • are able to prepare appropriate disarmament and demobilisation reports, • are able to work within the legal framework while conducting the DDR programme.
Collective training	**The unit** • understands the types, purpose, sequence and scope of the disarmament and demobilisation phases, • is responsible for, and able to conduct disarmament and demobilisation phases as directed, • must be able to conduct the registration and reporting of combatants, weapons, ammunition, explosives and equipment, • must be able to liaise with all interagency (national and international) disarmament and demobilisation teams, • must be able to liaise with EOD experts with respect to the handling of weapons, ammunition, explosives and equipment used in the conflict, • acts within the legal guidelines of the DDR programme, • must be able to react to the special target groups (i.e. child soldiers, female combatants and supporters) as directed, • must be able to react to Human Rights, Gender Perspective and Cultural Awareness Issues as directed.

Headquarters training	**The headquarters** • understands the aim of SSR and linkages to DDR within the SSR, • is aware of the military focus areas within the SSR, • must be able to coordinate (including planning and monitoring) with both military units and civilian agencies regarding the entire DDR process, • complies with all mandates and legal provisions authorising the DDR programme.

Training contents	**These areas are to be covered:**
	• Conducting the DDR programme (to include):
	  ○ Types, purpose, sequence and scope of a DDR programme,
	  ○ Planning considerations for the preparation of a DDR programme,
	  ○ Conducting the registration of combatants,
	  ○ Conducting the registration, collection, storage and destruction of weapons, ammunition, explosives and equipment,
	  ○ DDR reporting,
	  ○ The legal provisions and international law as to the conduct of a DDR programme,
	  ○ Interagency cooperation and liaison,
	  ○ Safety regulations,
	  ○ Human Rights issues,
	  ○ Gender perspective,
	  ○ Cultural Awareness issues,
	  ○ All participants' mandates with respect to caveats.

Compulsory prerequisites and related modules	• Force Protection • Mine/UXO/IED Awareness • CBRN Defence • Self and Buddy Aid/First Aid • Checkpoint • Observation Post • Patrol • Convoy • Escort • Fact Finding and Information Gathering • Inspection/Verification • Negotiation/Mediation

	• Investigation • Communications • Liaison • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • Crowd and Riot Control • Cooperation/Coordination with IOs, GOs and NGOs • Public Affairs • Supporting Humanitarian Relief • International Law • Legal Framework • Cordon & Search Operations • Mission Area Information & Fact Finding and Information Gathering • Ethical Characteristics & Code of Conduct • Stress Management • Allocation and Control of Weaponry, Equipment and Infrastructure • Training and Mentoring of HN Military or Security Forces • Advising/Partnering/Augmenting
References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NATO's SCR - PRT Support to Peace and Reintegration • HQ ISAF - Force Integration Cell, ISAF Reintegration Guide • United Nations Inter-Agency Working Group on Disarmament, Demobilisation and Reintegration: Operational Guide to the Integrated Disarmament, Demobilisation and Reintegration Standards • UN-DPKO - Disarmament, Demobilisation and Reintegration of Ex-Combatants in a Peacekeeping Environment

	• Organisation for Economic Cooperation and Development-Assistance Committee (OECD DAC): Handbook on Security Sector Reform • UN - A Beginner's Guide to Security Sector Reform • UN - Core Pre-Deployment Training Materials • NORDCAPS, Tactical Manual ED4, Volume I • GTZ, NODEFIC, PPC, SNDC: Disarmament, Demobilisation and Reintegration - A Practical Field and Classroom Guide, 2004

M31	Allocation and Control of Weaponry, Equipment and Infrastructure

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the control and maintenance of Host Nation Security Forces (HNSF) weaponry, materials, equipment and infrastructure.

The unit

- is to understand the issues regarding the control and maintenance of Host Nation Security Forces (HNSF) weaponry, materials, equipment and infrastructure, IAW their SOPs, but to the same level as the alliance forces regulations and requirements.

Individual training	**The soldier** • knows the control issues regarding weaponry, materials, infrastructure and equipment that he is responsible for, • is aware of the control issues regarding weaponry, materials, infrastructure and equipment that the HNSF is responsible for, • knows his responsibilities regarding the security of weaponry, materials, infrastructure and equipment he is responsible for, • is aware of the responsibilities of the HNSF regarding the security of weaponry, materials, infrastructure and equipment that they are responsible for, • knows his responsibilities regarding the maintenance of weaponry, materials, infrastructure and equipment which he is responsible for, • is aware of the responsibilities the HNSF regarding the maintenance of weaponry, materials, infrastructure and equipment that they are responsible for.
Key personnel training	**The key personnel** • know the control issues, security and maintenance requirements regarding weaponry, materials, infrastructure and equipment within the area of responsibility (i.e. office and HQ buildings, barracks, accommodation for families, workshops, training facilities, ranges), • are able to mentor HNSF in identifying proper security requirements regarding their own weaponry, materials, infrastructure and equipment,

	• are able to mentor HNSF in the control and proper maintenance of their own infrastructure and equipment.
Collective training	**The unit** • is able to train and mentor HNSF in the enforcement of security measures within their area of responsibility.
Headquarters training	**The headquarters** • is able to plan, coordinate and enforce all aspects of security requirements regarding weaponry, materials, infrastructure and equipment within the area of responsibility, • is able to coordinate and liaise with HN and external donors regarding sustainability of infrastructure and equipment, • is able to mentor HNSF headquarters in all of the above.
Training Contents	**These areas are to be covered:** • SOPs • ROE • Liaison • Maintenance Regulations • Security Regulations • Local Building Codes & Security Regulations • Cultural Awareness
Compulsory prerequisites and related modules	• Force Protection • Convoy • Communications • Cooperation/Coordination with IOs/GOs/NGOs • Cultural Awareness • DDR • Training and Mentoring of HN Military or Security Forces
References	• STANAG 2509, ED2 (AJP-3.4.9 EDA V1), ALLIED JOINT DOCTRINE FOR CIVIL-MILITARY COOPERATION • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS

Supporting documents	• JFC BRUNSSUM, 1600/JBCGCC/018/12, Security Force Assistance Advisor Team Concept of Operations (SFAT CONOPS) • UN Peacekeeping PDT Standards, Core Pre-Deployment Training Materials, 1st ed.

M32	Training and Mentoring of Host Nation Military or Security Forces

Overall Training Objective:
To enable the Alliance forces and operational partners to establish and run training programmes.

The unit

- Training and Mentoring of Host Nation (HN) Military or Security Forces (e.g. Military Advisor Teams [MATs], Police Advisor Teams [PATs], Security Force Advisor Teams [SFATs], Operations Coordination Centre Advisor Teams [OCCATs]) are employed as a means of developing HNSFs as part of the SSR programme, including a gender perspective. The functions of transition units include training, mentoring, liaising and enabling in support of HNSF operational activities, in addition to advising, partnering and augmenting as required. The Transition Team (TT) activity may range from establishing and running training facilities to conducting operations with and providing additional capabilities to the HNSF unit it has trained.

Individual training	**The soldier** • is able to instruct the HNSFs, • understands the role and functions of TTs, • knows the various mission-specific risks and threats and their effects, • knows and is able to apply task-related ROE.
Key personnel training	**The key personnel** • understand the role, the functions and the Tactics, Techniques and Procedures (TTPs) of HNSF, TTs and the assigned unit, • are able to coach, teach and mentor HNSFs for continued development of their operational capabilities, • know and are able to apply task-related ROE, • are able to assist HNSFs in the planning and execution of operations, • are able to teach and exercise the tactics, techniques and procedures necessary to facilitate HNSFs, • are able to provide Coalition Forces liaison to HNSF units and staffs, • are able to communicate with the HNSF units and staffs in the HN language or through interpreters, • are technically and tactically proficient in all equipment and weaponry associated with the HNSF unit to be mentored,

	• are able to apply the legal framework, • are able to support TTs, and establish the liaison required in order to provide force protection.
Collective training	**The unit** • knows the relevant HNSFs and national doctrines, • knows the relevant TTPs and Standard Operating Procedures (SOPs) of supported TTs, • is able to achieve efficiency and coherence with HNSF in operations, • is able to conduct Force Protection, • is able to coordinate Coalition Forces and HNSFs operations, • knows and is able to apply task-related ROE.
Headquarters training	**The headquarters** • understands the role, the functions and the TTPs of HNSFs, TTs and the assigned unit, • is able to support TTs and establish the liaison required, • is able to implement task-related ROE, • is able to apply the legal framework, • is able to coach, teach, mentor and assist the HNSFs in all functional areas of staff including battle staff procedures, gender perspective, military decision-making process and command and control tasks, • is able to support literacy training for HNSF personnel, if required, • is able to assist the HNSF in understanding and applying HNSF doctrine, • is able to assist the HNSF with the development of training plans consistent with HNSF doctrine and the training model, • is able to assist the coalition forces' partner unit in executing company and above collective training.
Training contents	**These areas are to be covered:** • Situational awareness (security situation, relevant factions and organisations etc.) • Coaching, teaching, mentoring and conducting training, exercises and after-action reviews • Communications and liaison between Coalition forces, HNSFs and TTs

Compulsory prerequisites and related modules	• Force Protection • Mine/UXO/IED Awareness • C-IED awareness and training • CBRN Defence • Self and Buddy Aid/First Aid • Checkpoint • Observation Post • Patrol • Convoy • Escort • Fact Finding and Information Gathering • Inspection/Verification • Negotiation/Mediation • Investigation • Communications • Liaison • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • Crowd and Riot Control • Cooperation/Coordination with IOs, GOs, NGOs • Public Affairs • Supporting Humanitarian Relief • International Law • Legal Framework • Cordon & Search Operations • Cultural Awareness • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) • Protection of Civilians (PoC) • Personnel Recovery • Stress Management • Advising/Partnering/Augmenting
References	• STANAG 2509, ED2 (AJP-3.4.9 EDA V1), ALLIED JOINT DOCTRINE FOR CIVIL-MILITARY COOPERATION • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• JFC BRUNSSUM, 1600/JBCGCC/018/12, Security

	Force Assistance Advisor Team Concept of Operations (SFAT CONOPS) • Civil-Military Cooperation Centre of Excellence CIMIC Field Handbook • CIMIC COE, Advanced Cultural Competence, November 2011 • STANAG 6512, ED1 (AJP-3.16 EDA V1), ALLIED JOINT DOCTRINE FOR SECURITY FORCE ASSISTANCE (SFA)

M33	Advising/Partnering/Augmenting

Overall Training Objective:
To enable the Alliance forces and operational partners to perform advising, partnering and augmenting for Host Nation Security Forces (HNSFs). These define the relationship between outside actors and HNSFs.

The unit
- is aware of the principles and fundamentals of advising, partnering and augmenting HNSFs,
- is able to actively participate within the framework of advising, partnering and augmenting,
- is able to apply a gender perspective when advising, partnering and/or augmenting,
- understands the customs, courtesies, and traditions of the key actors.

Individual training	**The soldier** Working with HNSFs: • has a basic knowledge of "advising, partnering and augmenting" and the unit's mission, • is familiar with and can operate within host nation culture (dos and don'ts), • is able to apply a gender perspective when operating with HNSFs, • is able to use common language phrases, phrase cards or books, • knows and can operate within HNSFs military culture (military customs, courtesies, traditions) and regulations, • knows HNSFs TTPs, C2 structure and capabilities, • is able to operate in line with the ROE, law of armed conflict/international human rights law, mandate requirements, commander's guidance, etc. Working with other actors: • has a basic knowledge of "partnering/augmenting" and the unit's mission, • has an appreciation of other actors' culture (dos and don'ts), • is able to use common language phrases, phrase cards or books, • is aware of the other actors operating within the area, • has a basic knowledge what these other actors do

	and how their actions contribute to or distract from the peace process, • understands how to interact with the different actors, based on rules, commander's guidance, etc., • understands what support they can/cannot provide to or accept from each of the different actors, • knows where to refer requests for support, • knows the ROE, law of armed conflict/international human rights law, mandate requirements, commander's guidance, etc. for providing protection to these other actors.
Key personnel training	**The key personnel** Working with HNSFs: • understand "advising, partnering and augmenting", unit's mission, commander's intent, and the intent of the HQs two echelons up, • have an appreciation of the host nation's culture (dos and don'ts), • are able to communicate with basic language skills, using interpreters, language phrase cards and books, • have an appreciation of HNSFs military culture (military customs, courtesies, and traditions) and regulations, • know HNSFs TTPs, C2 structure and capabilities, • have an appreciation of HNSFs gender perspective and are able to apply a gender perspective when operating with HNSFs, • have the skills and attributes as well as knowledge to train HNSFs on their weapons and equipment (vehicles, communications equipment, etc.) – mission-dependent, • have the skills and attributes as well as knowledge and understanding of HNSFs doctrine to mentor or advise HNSFs leaders/key personnel, including a gender-integrated comprehensive approach – mission-dependent. Working with other actors: • understand "partnering", unit's mission, commander's intent, and the intent of the HQs two echelons up, • have an appreciation of other actors' culture (dos

	and don’ts), • are able to communicate with basic language skills, using interpreters, language phrase cards and books, • are aware of the other actors operating in the area, • understand what these other actors do and how their actions contribute to or distract from the peace process, • understand how to interact with the different actors, based on rules, commander’s guidance, etc., • understand what support they can/cannot provide to or accept from each of the different actors, • know where to refer requests for support, • know the ROE, law of armed conflict/international human rights law, mandate requirements, commander’s guidance, etc. for providing protection to these other actors.
Collective training	**The unit** Working with HNSFs: • is able to provide the HNSFs with joint and multinational support, including but not limited to air support, artillery, medical evacuation (MEDEVAC) and intelligence within means and capabilities, • is able to establish combined cells for intelligence, operations, planning, and sustainment, • is able to attach HNSF individuals or elements, and/or detach individuals or elements to HNSF units. Working with other actors: • is able to execute support request and provide assistance within means and capabilities.
Headquarters training	**The headquarters** Working with HNSF: • is able to recognise incompatibility of procedures and equipment and develop means of creating interoperability. Working with other actors: • is able to process support request and provide assistance within means and capabilities.

Training contents	**These areas are to be covered:** Working with HNSF: • Principles for advising, partnering and augmenting • Cooperation and coordination with the HNSFs • Ability to integrate a gender perspective in advising, partnering and augmenting, • Knowledge and understanding of HNSF doctrine/TTPs, weapons and equipment Working with other actors: • Principles for partnering/augmenting • Cooperation and coordination with other actors
Compulsory prerequisites and related modules	• Training and Mentoring of HN Military or Security Forces • Personnel Recovery • Force Protection • Mine/UXO/IED Awareness • CBRN Defence • Self and Buddy Aid/First Aid • Checkpoint • Observation Post • Patrol • Convoy • Escort • Fact Finding and Information Gathering • Inspection/Verification • Negotiation/Mediation • Investigation • Communications • Liaison • Gender Perspective Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) • Detention/Custody/Arrest (if covered by the mandate, and subject to national caveats) • Crowd and Riot Control • Cooperation/Coordination with IOs, GOs, NGOs • Public Affairs • Supporting Humanitarian Relief • International Law

	• Legal Framework • Cordon & Search Operations • Mission Area Information • Ethical Characteristics and Code of Conduct • Stress Management • Cultural Awareness HN
References	• STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES • STANAG 2299, ED1 (ATP-3.4.4.1 EDA V1), GUIDANCE FOR THE APPLICATION OF TACTICAL MILITARY ACTIVITIES IN COUNTERINSURGENCY • STANAG 2509, ED2 (AJP-3.4.9 EDA V1), ALLIED JOINT DOCTRINE FOR CIVIL-MILITARY COOPERATION • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS • STANAG 2611, ED2 (AJP-3.4.4 EDA V1), ALLIED JOINT DOCTRINE FOR COUNTER-INSURGENCY (COIN) • STANAG 2616, ED1 (AJP-3.22 EDA V1), ALLIED JOINT DOCTRINE FOR STABILITY POLICING • STANAG 6512, ED1 (AJP-3.16 EDA V1), ALLIED JOINT DOCTRINE FOR SECURITY FORCE ASSISTANCE (SFA)
Supporting documents	• Civil-Military Cooperation Centre of Excellence CIMIC Field Handbook • CIMIC COE, Advanced Cultural Competence, November 2011 • CIMIC COE, Gender makes sense: A Way to Improve your Mission, 2013

4.1.8. Training Area - Protection of Civilians

The protection of civilians (PoC) is an important consideration during all NATO and other operations. Military leaders at every level must address PoC, whether they are engaged in foreign humanitarian assistance missions, peace operations, specific combat, and noncombat responses to contingencies and crises, or large-scale combat operations. Depending upon the situation, PoC may be the primary purpose of a NATO mission, an important supporting task, or a constraint.

In addition to overarching legal and moral civilian protection requirements, there are two other significant reasons to support the protection of civilians.

1. Counterinsurgency and stabilisation experiences highlight that the population is often the centre of gravity for military operations, and the population's support of a military operation is partly linked to this military operation providing protection from perpetrators or, in some cases, from other peer groups.
2. Military efforts to prevent harm to civilians become a divisive issue between multinational partners. There are always expectations that the force will prevent widespread harm to civilians, regardless of the cause.

During most operations, NATO units will be concerned with civilian welfare while achieving the desired outcomes to a conflict or crisis. Operational objectives may include a safe and secure environment, good governance, rule of law, social well-being, a sustainable economy, and ensuring the protection of civilians from threats. Under certain circumstances, other urgent human security threats (e.g. lack of food, water, shelter, medical care, fuel, which can result in malnutrition, dehydration, disease and other illnesses, and exposure). Also, widespread political violence or rampant crime is the operational focus of NATO units as they support other actors. In any case, it may be unlikely that a peaceful political settlement can be achieved unless the protection of civilians is adequately addressed.

Regardless of the operation, NATO units should support the protection of civilians in two general ways.

- **Civilian Harm Mitigation from own Action**. NATO units will take measures to institutionalize civilian harm mitigation standards. NATO units will engage local authorities, populations and civil society in reference to civilian harm mitigation measures. Additionally, NATO units will avoid actions that undermine the efforts of other actors to improve human security.
- **Protection of Civilians from others' actions**. NATO units conduct military operations that mitigate harm to civilians from perpetrators and create an environment conducive to the protection of civilians.

This will reduce the reputational, financial and legal risks and could lead to further confidence-building with respect to the force.

Training Modules

M34 NATO Protection of Civilians (PoC) Framework

- **M34a Understanding Civilian Risks**
- **M34b Protection Civilians during Operations**
- **M34c Shaping a Protective Environment**

M35 Mitigating Civilian Casualties

M36 Children and Armed Conflicts

M34	NATO Protection of Civilians (PoC) Framework

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the Alliance's PoC Framework, to include the definition of a civilian, how to protect civilians, the contemporary threats that civilians face in the Mission Area, and the role of various other actors including the Host Nation and its Security Forces.

The unit
- understands the importance of PoC as an element of mission success,
- is able to apply the Use of Force and ROE in respect of PoC,
- understands NATO PoC Policy,
- understands the NATO PoC framework and the integration into any NATO mission,
- understands International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC) considerations concerning PoC,
- knows and understands the different roles and responsibilities of all protection actors – civilian, police and military – within a NATO operation, and how the work of each actor relates and contributes to the overarching PoC objectives,
- is able to clarify with all protection actors – civilian, police and military – within a NATO operation, NATO standards and expectations with regard to protection planning and the execution of protection activities,
- is able to establish a common understanding of what "protection" means in the context of NATO operations,
- is able to support more effective protection planning by improving awareness of threats and civilian vulnerabilities.

Individual training	**The soldier** • knows and understands the importance of PoC and can identify the kind of violations, • is able to adhere to the international regulations as to the treatment of detainees, casualties, civilian population and cultural assets within the framework of the mission, • is able to apply the Use of Force and ROE with respect to PoC.
Key personnel training	**The key personnel** • are able to consider PoC when planning and executing operations, • understand the importance of PoC and are aware of the risk of jeopardising the credibility[1] and legitimacy of the operation by failing in PoC, • know how different actors interpret PoC,

[1] Reputational, legal and financial risk

	• know the roles and responsibilities of all actors in the area of PoC, • know the essential stipulations of international law, • are able to apply the Use of Force and ROE with respect to PoC.
Collective training	N/A
Headquarters training	**The headquarters** • is able to apply the Use of Force and ROE with respect to PoC, • is able to apply PoC considerations when planning and executing operations, • knows the role and responsibilities of all actors in the area of PoC, • is able to coordinate PoC efforts with all actors.
Training contents	**These PoC areas are to be covered:** • Principles • Risks • (PoC) Framework • Policy
Compulsory prerequisites and related modules	• Mission Area Information • International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC) • Ethical Characteristics and Code of Conduct
References	• NATO PoC Policy • NATO PoC Framework
Supporting documents	• UN DPKO PoC Policy (April 2015) • UN DPKO - PoC Guidelines for UN Military Component (February 2015) • UN STM on Comprehensive Protection of Civilians (CPoC) • UN STM on Child Protection • UN CPTM

M34a	Understanding Civilian Risks

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the contemporary risks that civilians face in the Mission Area, and the role of various actors, including the Host Nation and its Security Forces, in mitigating those risks.

The unit
- knows potential PoC risks, including threats and vulnerabilities,
- understands that PoC considerations vary with different contexts,
- understands the components of the PoC Framework, and under what circumstances it might be modified,
- understands International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC) considerations concerning PoC,
- understands how the different actors interpret PoC,
- knows how the different PoC actors can cooperate and contribute to protection,
- knows the operation's intent, including PoC responsibilities.

Individual training	**The soldier** • knows potential PoC risks, including threats and vulnerabilities, • knows how the different PoC actors can cooperate, • knows the unit's purpose within the operation with respect to PoC.
Key personnel training	**The key personnel** • understand that PoC considerations vary with different scenarios, • know and understand the components of the PoC Framework and under what circumstances it might be modified, • understand how the different actors interpret PoC.
Collective training	N/A
Headquarters training	**The headquarters** • is able to apply the PoC concept for the operation/mission, • is able to assess and interpret the operational environment (OE) related to PoC, • is able to coordinate different PoC actors.
Training contents	**These areas are to be covered:** • Operational environment • Military and non-military actors related to PoC

	• Potential PoC risks including threats and vulnerabilities
Compulsory prerequisites and related modules	• NATO Protection of Civilians (PoC) Framework • International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC)
References	• NATO PoC Framework • NATO PoC Policy

M34b	Protecting Civilians during Operations

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the different means available to protect civilians in the mission area and to understand how these different means can complement each other.

The unit
- knows how to mitigate human security risks and the potential for civilian harm,
- is able to plan and execute PoC tasks in support of and/or as the main objective of its mission,
- is able to implement and mainstream PoC tasks in the operations process,
- understands International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC) considerations concerning PoC,
- is able to plan civilian casualty avoidance,
- is able to plan humanitarian assistance,
- is able to apply the Use of Force and ROE with respect to PoC.

Individual training	**The soldier** • knows how to minimise the potential for civilian harm, • is able to conduct military tasks while taking PoC considerations into account, • is able to apply the Use of Force and ROE with respect to PoC.
Key personnel	**The key personnel** • are able to plan maintaining a secure environment to facilitate the efforts of other actors (e.g. UN, IOs, NGOs), • are able to include PoC-related security threats in the operational planning process and consider the impact of operations on the civilian population, • are able to plan on PoC risk mitigation for vulnerable groups through pro-active measures, • are able to engage with key external (specialised) civil and military actors with appropriate jurisdiction to address PoC-related issues, • are able to apply the Use of Force and ROE with respect to PoC.
Collective training	N/A
Headquarters training	**The headquarters** • is able to plan and conduct the operation according

	to the PoC Framework, • is able to apply the Use of Force and ROE with respect to PoC, • is able to process and disseminate relevant PoC-related information.
Training contents	**These areas are to be covered:** • Mitigation of the potential for civilian harm • Pro-active protection of civilians from threats • Humanitarian assistance • Understanding roles and requirements of non-military actors
Compulsory prerequisites and related modules	• NATO Protection of Civilians (PoC) Framework • International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC)
References	• NATO PoC Framework • NATO PoC Policy

M34c	Shaping a Protective Environment

Overall Training Objective:
To enable the Alliance forces and operational partners to understand how a protective environment is shaped in close coordination with other actors.

The unit
- understands the Use of Force and mission-specific Rules of Engagement,
- is able to incorporate PoC considerations into the planning, preparation, and training for military tasks.

Individual training	**The soldier** • understands and can apply the Use of Force and mission-specific Rules of Engagement, • is able to apply PoC considerations into the conduct of military tasks.
Key personnel training	**The key personnel** • understand the importance of PoC for a secure and stable environment, • know how to pursue the desired outcome, • know how to comprehensively engage the full range of actors, • are able to effectively plan to shape the environment to enhance PoC, • are able to incorporate PoC considerations into the planning, preparation, and training for military tasks, • know measures of effective risk mitigation.
Collective training	• N/A
Headquarters training	**The headquarters** • is able to plan and prepare operations that quickly reduce PoC risks, • is able to develop SOPs, • is able to adapt existing SOPs to include PoC considerations, • is able to develop mission-related PoC Framework and tasks, • is able to plan and prepare public information activities and programmes.
Training contents	**These areas are to be covered:** • Use of Force • Planning on the prevention and mitigation of civilian harm

	• Planning on pro-active measures to protect of civilians from threats • Understand the roles and requirements of non-military actors
Compulsory prerequisites and related modules	• NATO Protection of Civilians (PoC) Framework • International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC)
References	• NATO PoC Framework • NATO PoC Policy

M35	Mitigating Civilian Casualties (CIVCAS)

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the measures necessary to avoid/minimise CIVCAS on PSOs.

The unit
- knows measures to avoid or minimise CIVCAS,
- understands International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC) considerations concerning PoC,
- is able to plan, prepare, and conduct military tasks with respect for civilians,
- is able to address incidents and responds according to a prepared and trained framework.

Individual training	**The soldier** • understands IHL/LOAC considerations concerning PoC, • is able to apply measures to avoid or minimise CIVCAS, • is able to conduct military tasks with due respect for civilians, • is able to address incidents and responds according to International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC), • is able to apply escalation of force procedures and understands the importance of reporting for holding perpetrators accountable.
Key personnel training	**The key personnel** • know how to establish effective relationship with key actors in the AOR, • are able to plan and prepare military operations in a way to avoid or minimise CIVCAS, • are able to apply CIVCAS reporting procedures according to the higher HQ's CIVCAS SOP, • are able to apply escalation of force procedures.
Collective training	• N/A
Headquarters training	**The headquarters** • is able to plan and execute military operations in a way to avoid or minimise CIVCAS, • is able to establish effective relationship with relevant actors, • is able to prepare SOP to report on CIVCAS, • is able to report CIVCAS,

	• is able to track, assess and respond to CIVCAS.
Training contents	**These areas are to be covered**: • Measures to avoid or minimise CIVCAS • Planning, preparation and conduct of military tasks with respect for civilians • Reaction to International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC) violations • SOP to report CIVCAS
Compulsory prerequisites and related modules	• NATO Protection of Civilians (PoC) Framework • International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC)
References	• NATO PoC Framework • NATO PoC Policy • International Humanitarian Law (IHL) • Law of Armed Conflict (LOAC)
Supporting documents	• US Army ATP 3-07.6, Protection of Civilians, Chapter 5, Mitigating Civilian Casualties • Civilian Harm Tracking: Analysis of ISAF Efforts in Afghanistan (Centre for Civilians in Conflict) • Reducing and Mitigating Civilian Casualties: Enduring Lessons (US Joint and Coalition Operational Analysis Department, JCOA) • Afghanistan Civilian Casualty Prevention Handbook (US Centre for Army Lessons Learned, CALL)

M36	Children and Armed Conflicts

Overall Training Objective:
To enable the Alliance forces and operational partners to understand the special risks for children during armed conflicts and the particular impact that conflicts can have on children.

The unit
- knows and understands who a child is and why children are most at risk during armed conflicts,
- understands the changing nature of conflicts and its impact on children,
- knows and understands the UN Six Grave Violations,
  - Recruitment and use of children as soldiers
  - Killing and maiming of children
  - Sexual violence against children
  - Attacks against schools and hospitals
  - Abduction of children
  - Denial of humanitarian access
- knows and understands the gender concerns and vulnerabilities that boys and girls face.

Individual training	**The soldier** • knows and understands the risks for children in armed conflicts, • knows and understands who a child is, • knows and understands the UN Six Grave Violations, • knows vulnerabilities and is able to apply measures for mitigation.
Key personnel training	**The key personnel** • know and understand who a child is, • are able to plan and prepare tasks according to international and national laws to enhance the mitigation measures to protect children from gender concerns and vulnerabilities, • know and understand the military role and the relationship with other actors.
Collective training	• N/A
Headquarters training	**The headquarters** • is able to analyse PoC concerns prior to the issuing of orders, • knows and understands the role and

	responsibilities of all actors in the area of child protection, • is able to prepare plans to mitigate vulnerabilities for children, • is able to plan and prepare the military support for other actors, • is able to coordinate child protection efforts with all actors.
Training contents	**These areas are to be covered:** • Definition of a child • Mitigation of vulnerabilities for children in armed conflicts • Understanding roles and responsibilities of all actors involved • Military support role
Compulsory prerequisites and related modules	• NATO Protection of Civilians (PoC) Framework • International Humanitarian Law (IHL)/Law of Armed Conflict (LOAC)
References	• NATO PoC Framework • NATO PoC Policy
Supporting documents	• NATO Policy – “Protection of Children in Armed Conflict – the Way Forward” – March 2015 • NATO and Children in Armed Conflict – Fact Sheet, July 2016 • UN STM on Child Protection

4.1.9. Training Area – Civil-Military Transition Team

A Civil-Military Transition Team (CIMITT), also known as Provincial Reconstruction Team (PRT), is an interim civil-military organisation designed to operate in complex environments usually following open hostilities. The CIMITT is intended to improve stability in a given area by helping build the host nation's capacity; reinforcing the host nation's legitimacy and effectiveness; and bolstering that the host nation can provide security to its citizens and deliver essential government services.[2] All CIMITT planning and effort must support the desired end state: responsibly handing over its tasks to appropriate host nation government structures and phasing out in a manner that is fully coordinated with civilian actors, the host nation, and the military campaign plan.
An integrated training at all levels is recommended for civilian and military elements of CIMITTs. Especially in a tactical environment, civil-military actors must understand each other's procedures and responsibilities and be able to integrate. Therefore, fields of responsibility should be clearly identified between civilian and military components.

CIMITT Guidelines

Over its limited life-span, CIMITT will promote the recognised authority's primacy and legitimacy, support local governments and institutions and cooperate with national and international actors in efforts to rehabilitate and reconstruct sustainable processes within society.
CIMITT should:

- Focus upon improving stability by seeking to identify and reduce the causes of instability and conflict while simultaneously increasing the local institutional capacity to handle these on their own;
- Operate as a fully integrated civilian-military organisation, where appropriate;
- Link the people and their government and separate the spoilers from the people, all the while transforming the environment to ensure both of these efforts are enduring;
- Facilitate the visibility of the recognised authority's presence in the area of operations (AOO);
- Promote recognised authority's primacy and legitimacy;
- Promote the participation of women in HN capacity building, specifically HNSF;
- Support Host Nation Security Forces as required;
- Understand the Host Nation processes and procedures of the recognised authorities;
- Encourage agreement by all actors to include sustainment as a planned element

[2] See ATP-3.2.1.1 N° 0339 e. (2).

for project or programme development;

- Commit to consulting and/or working with actors (e.g. IOs, GOs and NGOs) to include ensuring that projects lay the foundations for long-term sustainable changes and do not duplicate the work of others;
- Respect and be aware of civil-military sensitivities - lives may depend on effective planning and coordination with each other;
- Work towards a finite life-span for the CIMITT, linked to an end-state of improved local stability, governance capability and sufficient reconstruction to gradually disengage and close the CIMITT.

Training Module

M37 Civil-Military Transition Team

M37	Civil-Military Transition Team (CIMITT)

Overall Training Objective:
To enable the Alliance forces and operational partners to interact and coordinate with local civilians, coalition forces, GOs, IOs and NGOs.

The unit
- is able to:
  - interact positively with the local population,
  - coordinate with and maximise the efforts of Local Government, Coalition Forces and GOs, IOs, NGOs,
  - increase local stability by working closely with the international military presence and assisting in developing host-nation security and rule-of-law capacity,
  - facilitate reconstruction activities.

Individual training	**The soldier** • possesses the skills to engage with locals, • understands the organisations, roles and responsibilities of local level governmental structures, • understands the interaction between national level governance structures and sub-national (may be local government) structures, • understands the organisation, roles and responsibilities of CIMITT internal actors, IOs/NGOs, including UN offices, such as governance and rule of law offices. This includes an understanding of the limitations and constraints of civilian counterparts, • understands local gender and cultural dynamics in the CIMITT area of operations, as well as understands how to leverage available resources to maintain situational awareness.

Key personnel training	**The key personnel (military and civilian as designated by the CIMITT Leadership in addition to the abovementioned individual skills)**
	• are able to:
	  ○ conduct key leader engagement,
	  ○ advise, partner and mentor local leaders, including local governors, local police chiefs and other key actors,
	  ○ gather, analyse and report on all security, governance and reconstruction/development activities in the CIMITT area of operation,

	including monitoring and reporting illegal activities, ○ coordinate all CIMITT-led projects according to the national regulations with GOs, IOs and NGOs and support any local development plan, ○ communicate and routinely share information and assessment with Coalition Forces Commands.
Collective training	**The unit** • is able to: ○ understand the gender and cultural landscape and human terrain including getting access to all members of society in the CIMITT's area of operations, ○ engage key government, military, tribal, village, religious leaders and informal leaders (both male and female), while monitoring and reporting on important political, military and economic developments, ○ support local authorities providing security, including support for key events such as elections, disarmament, demobilisation and reintegration of militia forces, ○ partner with Local Government, GOs, IOs, NGOs on providing needed development and humanitarian assistance, ○ provide its own security and mobility, ○ support development activities, ○ support government capacity-building activities.
Headquarters training	**Headquarters (CIMITT)** • is able to: ○ harmonise all activities within the Lines of Operations, ○ plan, coordinate, and manage personnel matters and logistic support, ○ manage, coordinate, analyse, assess and disseminate information (to higher headquarters) from diverse sources, ○ plan, coordinate and execute the full range of operations with an integrated gender perspective to achieve the CIMITT mission, objectives and joint effects,

	○ plan and coordinate civil-military activities in accordance with local authorities, ○ develop measures of effectiveness; assess stability against these measures, ○ develop a transition plan for the closure of the CIMITT.
Training contents	**These areas are to be covered:** • Training for non-kinetic operations (i.e. CIMIC, INFO OPS, PSYOPS, etc.) • CIMITT mandate and mission • CIMITT concept of operations • Status of security/other forces • Opponent TTPs (e.g. criminals, armed factions, non-compliant groups) • Civilian and military Key Leader Engagements • Status of development (development strategy) • Status of Rule of Law • Reforms (Military, Police, Correction, Border), Anti-Corruption, Counter-Narcotics etc. • Comprehensive Approach Organisations • Current threat level (TESSOC – Terrorism, Espionage, Sabotage, Subversion and Organised Crime) • C-IED • Risk mitigation for insider threats • CIVCAS prevention • Protection of civilians and vulnerable groups • Gender Perspective • Status of International Law and Human Rights • OPSEC • CIMITT-specific ROE considerations • CIMITT-specific intelligence aspects • Project management/funding
Compulsory prerequisites and related modules	IAW mission requirements: • Force Protection • International Law • Convoy • Mine/UXO/IED Awareness • CBRN Defence • Self and Buddy Aid/First Aid • Checkpoint • Observation Post

	• Patrol • Escort • Fact Finding and Information Gathering • Gender Perspective in Peace Support Operations including Women, Peace and Security (WPS) and Conflict-Related Sexual and Gender-Based Violence (CR-SGBV), • Inspection/Verification • Negotiation/Mediation • Investigation • Communications • Liaison • Crowd and Riot Control • Public Affairs • Supporting Humanitarian Relief • Cordon & Search Operations • Personnel Recovery • Stress Management • Advising/Partnering/Augmenting • DDR
References	• STANAG 2181, ED2 (AJP-3.4.1 EDA V1), ALLIED JOINT DOCTRINE FOR THE MILITARY CONTRIBUTION TO PEACE SUPPORT • STANAG 2518, ED1 (AJP-3.10 EDA V1), ALLIED JOINT DOCTRINE FOR INFORMATION OPERATIONS • STANAG 2528, ED2 (AJP-3.14 EDA V1), ALLIED JOINT DOCTRINE FOR FORCE PROTECTION • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS • STANAG 2611, ED2 (AJP-3.4.4 EDA V1), ALLIED JOINT DOCTRINE FOR COUNTER-INSURGENCY (COIN)
Supporting documents	• ISAF PRT Handbook Edition 4 • NATO/ISAF Principles of and Guidelines for the PRT Evolution • PRT Support to Peace and Reintegration issued by NATO Senior Civilian Representative (SCR) • CIMIC COE, Gender makes sense: A Way to Improve your Mission, 2013

4.1.10. Training Area – Additional Educational Subjects

The Training Modules under this Training Area are not necessarily to be integrated into every centre's training and education, but should be the common basis for the respective training when conducted by any training facility of NATO or partner countries.

Training Module	
M38	**Stress Management**

M38	Stress Management

Overall Training Objective:
To enable the Alliance forces and operational partners to understand stress, the symptoms of stress in the operational environment and stress coping or management strategies.

The unit
- understands situation-oriented stress prevention/management procedures,
- is able to reduce the risk of being traumatised,
- is able to preserve mission readiness and capability.

Individual training	**The soldier** • knows the fundamentals of the theory on stress and stress management, • is able to recognise and identify individual stress symptoms as soon as they occur with himself or his fellow-soldiers, • is able to apply different coping or management strategies.
Key personnel training	**The key personnel** • pay attention to all obvious and recognisable stress factors with regard to the planning, command and control of operations and the preparation and issuing of orders, • order and monitor the application of stress prevention and management procedures, • control defusing, • are able to assess the possibilities of and call for specialist personnel, • are responsible for initiating further help and assistance to the affected individuals, if required.
Collective training	**The unit** • understands stress management procedures and is able to apply them appropriately in accordance with the situation, • knows the principles with regard to the cooperation with trained personnel.
Headquarters training	**The headquarters** • is aware of stress-related factors which can result from operations,

	• coordinates the employment of trained or specialist personnel to deal with stress-related issues, • ensures all personnel are debriefed prior to rotation.
Training contents	**These areas are to be covered:** • Recognise and handle stress factors • Present and practice prevention and management techniques
Compulsory prerequisites and related modules	• Specialists for training, preparation, prior to and during the mission
References	• STANAG 2565, ED1, A PSYCHOLOGICAL GUIDE FOR LEADERS ACROSS THE DEPLOYMENT CYCLE • STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS
Supporting documents	• NORDCAPS, Tactical Manual ED4, Volume I • UN Stress Management Booklet

CHAPTER 5 EVALUATION

5.1. GENERAL

0501. Evaluation is a critical examination of the results against the defined training and education objectives for PSOs and is meant to provide feedback on the level of performance and operational readiness achieved.

0502. NATO Evaluation Programmes are designed to examine if the levels of interoperability and capabilities are achieved in order to contribute to operations and tasks. Detailed feedback is essential to the development of the evaluated unit.

5.2. RESPONSIBILITIES

0503. Evaluation remains a primarily national responsibility. Nations may request support from NATO.

5.3. EVALUATION TOOLS

0504. In addition to national evaluation programmes and procedures, there are NATO Evaluation Programmes available. These are:

a. Combat Readiness Evaluation Programme (CREVAL) for land forces

b. Tactical Evaluation Programme (TACEVAL) for Air Force units and Ground Based Air Defence (GBAD) units

c. Maritime Evaluation Programme (MAREVAL) for naval units

d. Operational Capabilities Concept Evaluation & Feedback Programme (OCC E&F)

0505. CREVAL, TACEVAL and MAREVAL are main evaluation programmes for NATO member countries. The main objectives of these evaluation programmes are readiness, performance and military effectiveness. A basic interoperability level is expected.

0506. For Partner Nations, the OCC E&F Programme provides a progressive evaluation tool. It consists of two levels, where the “Level 1” provides an

evaluation mechanism to evaluate interoperability. When the partner unit has achieved a “Level 1” evaluation, it can continue to “Level 2”. “Level 2” measures the capabilities (readiness, performance and military effectiveness) of the unit by using CREVAL, TACEVAL or MAREVAL evaluation methodology.

5.4. CONDUCT OF EVALUATION

0507. For successful evaluation it is essential to have enough experienced evaluators and subject-matter experts. The evaluation must be conducted using the methodology and procedures of the chosen NATO programme. Planning, manning, timing, reporting as well as rating and grading must also follow a chosen evaluation programme.

ANNEX A REFERENCES

1. STANAG 2036, ED6, LAND MINE LAYING, MARKING AND REPORTING PROCEDURES

2. STANAG 2047, ED9 (ATP-85 EDA V1), EMERGENCY ALARMS OF HAZARD OR ATTACK (CBRN AND AIR ATTACK ONLY)

3. STANAG 2103, ED11 (ATP-45 EDE V1), WARNING AND REPORTING AND HAZARD PREDICTION OF CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR INCIDENTS (OPERATORS MANUAL)

4. STANAG 2122, ED4 (AMedP-8.15 EDA V1), REQUIREMENT FOR TRAINING IN CASUALTY CARE AND BASIC HYGIENE FOR ALL MILITARY PERSONNEL

5. STANAG 2126, ED7 (AMedP-8.7 EDA V1), FIRST-AID DRESSINGS, FIRST AID KITS AND EMERGENCY MEDICAL CARE KITS

6. STANAG 2181, ED2 (AJP-3.4.1 EDA V1), ALLIED JOINT DOCTRINE FOR THE MILITARY CONTRIBUTION TO PEACE SUPPORT

7. STANAG 2191, ED3 (AJP-2.1 EDB V1), ALLIED JOINT DOCTRINE FOR INTELLIGENCE PROCEDURES

8. STANAG 2195, ED2 (AJP-2.5 EDA), CAPTURED PERSONS, MATERIEL AND DOCUMENTS

9. STANAG 2226, ED2 (ATP-3.7.2 EDA V1), NATO MILITARY POLICE GUIDANCE AND PROCEDURES

10. STANAG 2248, ED2 (AAP-39 EDB V1), NATO HANDBOOK OF LAND OPERATIONS TERMINOLOGY

11. STANAG 2283, ED3 (ATP-3.12.1.1 EDC V1), ALLIED TACTICAL DOCTRINE FOR MILITARY SEARCH

12. STANAG 2288, ED2 (AJP-3.2 EDA V1), ALLIED JOINT DOCTRINE FOR LAND OPERATIONS

13. STANAG 2294, ED2 (ACIEDP-01 EDA V1), COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED) TRAINING REQUIREMENTS

14. STANAG 2295, ED4 (AJP-3.15 EDC V1), ALLIED JOINT DOCTRINE FOR COUNTERING IMPROVISED EXPLOSIVE DEVICES

15. STANAG 2299, ED1 (ATP-3.4.4.1 EDA V1), GUIDANCE FOR THE APPLICATION OF TACTICAL MILITARY ACTIVITIES IN COUNTERINSURGENCY

16. STANAG 2352, ED8 (ATP-84 EDB V1), CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR (CBRN) DEFENCE EQUIPMENT - OPERATIONAL GUIDELINES

17. STANAG 2449, ED2 (ATrainP-2 EDA V1) TRAINING IN THE LAW OF ARMED CONFLICT

18. STANAG 2451, ED4 (AJP-3.8 EDA V1), ALLIED JOINT DOCTRINE FOR CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR DEFENCE

19. STANAG 2471, ED4 (ATP-88 EDA V1), CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR (CBRN) HAZARD MANAGEMENT FOR AIRLIFT OPERATIONS

20. STANAG 2499, ED3 (ATP-65 EDB V1), THE EFFECT OF WEARING CBRN INDIVIDUAL PROTECTION EQUIPMENT (IPE) ON INDIVIDUAL AND UNIT PERFORMANCE DURING MILITARY OPERATIONS

21. STANAG 2508, ED4 (AJP-3.10.1 EDB V1), ALLIED JOINT DOCTRINE FOR PSYCHOLOGICAL OPERATIONS

22. STANAG 2509, ED2 (AJP-3.4.9 EDA V1), ALLIED JOINT DOCTRINE FOR CIVIL-MILITARY COOPERATION

23. STANAG 2515, ED2 (ATP-70 EDA V1), COLLECTIVE PROTECTION IN A CHEMICAL, BIOLOGICAL, RADIOLOGICAL AND NUCLEAR ENVIRONMENT (COLPRO)

24. STANAG 2518, ED2 (AJP-3.10 EDA V1), ALLIED JOINT DOCTRINE FOR INFORMATION OPERATIONS

25. STANAG 2520, ED1 (ATP-3.8.1, Vol. III), CBRN DEFENCE STANDARDS FOR EDUCATION, TRAINING AND EVALUATION

26. STANAG 2521, ED1 (ATP-3.8.1, Vol. I), CBRN DEFENCE ON OPERATIONS

27. STANAG 2522, ED2 (ATP-3.8.1, Vol. II, EDA V1), SPECIALIST CBRN DEFENCE CAPABILITIES

28. STANAG 2528, ED2 (AJP-3.14 EDA V1), ALLIED JOINT DOCTRINE FOR FORCE PROTECTION

29. STANAG 2537, ED2 (AJP-2.3 EDA V1), ALLIED JOINT DOCTRINE FOR HUMAN INTELLIGENCE (HUMINT)

30. STANAG 2546, ED1 (AJMedP-2), ALLIED JOINT MEDICAL DOCTRINE FOR MEDICAL EVACUATION

31. STANAG 2565, ED1, A PSYCHOLOGICAL GUIDE FOR LEADERS ACROSS THE DEPLOYMENT CYCLE

32. STANAG 2576, ED1 (AJP-3.4.3 EDA V1), ALLIED JOINT DOCTRINE FOR THE MILITARY CONTRIBUTION TO HUMANITARIAN ASSISTANCE

33. STANAG 2606, ED2 (ATP-3.2.1.1 EDB V1), GUIDANCE FOR THE CONDUCT OF TACTICAL STABILITY ACTIVITIES AND TASKS

34. STANAG 2609, ED2 (AEODP-08 EDB V1), INTERSERVICE CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR EXPLOSIVE ORDNANCE DISPOSAL OPERATIONS (CBRN EOD) ON MULTINATIONAL DEPLOYMENTS

35. STANAG 2611, ED2 (AJP-3.4.4 EDA V1), ALLIED JOINT DOCTRINE FOR COUNTER-INSURGENCY (COIN)

36. STANAG 2614, ED1 (ATP-76 EDA V1), CONVOY OPERATIONS

37. STANAG 2616, ED1 (AJP-3.22 EDA V1), ALLIED JOINT DOCTRINE FOR STABILITY POLICING

38. STANAG 3680, ED5 (AAP-06 (2017)), NATO GLOSSARY OF TERMS AND DEFINITIONS

39. STANAG 6511, ED1 (AJP-3.7 EDA V1), ALLIED JOINT DOCTRINE FOR RECOVERY OF PERSONNEL IN A HOSTILE ENVIRONMENT

40. STANAG 6512, ED1 (AJP-3.16 EDA V1), ALLIED JOINT DOCTRINE FOR SECURITY FORCES ASSISTANCE

41. STANAG 6513, ED1 (ATP-3.16.1 EDA V1), COUNTERING INSIDER THREATS

42. AAP-15 ED (2016), NATO GLOSSARY OF ABBREVIATIONS USED IN NATO DOCUMENTS AND PUBLICATIONS

43. MC 411/2 NATO MILITARY POLICY ON CIVIL-MILITARY COOPERATION (CIMIC) AND CIVIL-MILITARY INTERACTION (CMI)

44. ACO Directive 080-101, PERSONNEL RECOVERY IN NATO OPERATIONS (13 April 2015)

45. ACO GENDER FUNCTIONAL PLANNING GUIDE, July 2015

46. ISAF INSIDER THREAT HANDBOOK 2.0 (JULY 2014) – NATO/ISAF RESTRICTED

47. Sphere Standards (The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response)

48. UN Interagency Standing Committee Reference Module for Cluster Coordination at the Country Level (revised version, July 2015)

49. (NATO) Military Guidelines on the Prevention of, and Response to, Conflict-Related Sexual and Gender-Based Violence (MCM-0009-2015), 1 June 2015

ANNEX B SUPPORTING DOCUMENTS

1. STANAG 7226, ED1 (APRP-3.3.7.3 EDA V1), CONDUCT AFTER CAPTURE (CAC) TRAINING
2. MC 327/2, NATO Military Policy for Non-Article 5 Crisis Response Operations
3. MC 458/3, NATO Education, Training, Exercise and Evaluation Policy
4. MC-0511 (NC) – Guidance for Military Operations in a CBRN Environment, including the Potential Military Contribution to NATO's Response to the Proliferation of WMD, supplemented Change 1
5. C-M(2009)0048 (INV), NATOs Comprehensive, Strategic-Level Policy for Preventing the Proliferation of Weapons of Mass Destruction (WMD) and Defending against Chemical, Biological, Radiological and Nuclear (CBRN) Threats
6. Bi-SC 75-2, Education, Training, Exercise, and Evaluation Directive
7. Bi-SC 80-25, Force Protection Directive
8. Bi-SC Joint Personnel Recovery Joint Operational Guidelines (22 February 2011)
9. Bi-SC Directive 40-1, Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure, 17 October 2017
10. ACO Forces Standards, Volume III, Air Force
11. ACO Forces Standards, Volume VI, STEM
12. JFC BRUNSSUM, 1600/JBCGCC/018/12, SECURITY FORCE ASSISTANCE ADVISOR TEAM CONCEPT OF OPERATIONS (SFAT CONOPS)
13. NATO Policy on Combating Trafficking in Human Beings, June 2004
14. NATO's SCR PRT Support to Peace and Reintegration
15. HQ ISAF Force Integration Cell, ISAF Reintegration Guide
16. Civil–Military Co-operation Centre of Excellence CIMIC Field Handbook
17. CIMIC COE, Advanced Cultural Competence, November 2011
18. CIMIC COE, Gender makes sense: A Way to Improve your Mission, 2013

19. NORDCAPS, PSO Tactical Manual, ED4, Vol. I and II, 2007
20. UN Charter
21. UN Code of Conduct
22. UN Security Council Resolutions on the Protection of Children in Armed Conflicts
23. UN Security Council Resolutions on the Protection of Civilians in Armed Conflicts
24. UN Security Council Resolutions on Women, Peace and Security
25. UNSCR 2272 – Sexual Exploitation and Abuse by Peacekeepers
26. Measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13)
27. Observance by United Nations forces of International Humanitarian Law (ST/SGB/1999/13)
28. Directives for Disciplinary Matters involving Civilian Police Officers and Military Observers (DPKO/MD/03/00994)
29. UN DPKO: Standardised Training Materials
30. UN DPKO: Peacekeeping PDT Standards, Core Pre-Deployment Training Materials, 1st ed.
31. UN DPKO: Peacekeeping PDT Standards, Specialised Training Materials for Military Experts on Mission, 1st ed.
32. UN DPKO: Peacekeeping PDT Standards, Specialised Training Materials for Police, 1st ed.
33. UN DPKO: Peacekeeping PDT Standards, Specialised Training Materials for Protection of Civilians, 1st ed.
34. UN DPKO: Specialised Training Materials on Child Protection for UN Peacekeepers
35. UN DPKO: Handbook on United Nations Multidimensional Peacekeeping Operations
36. UN DPKO: United Nations Military Observer Handbook
37. UN DPKO: United Nations Peacekeeping Operations Principles and Guidelines

38. UN DPKO: Disarmament, Demobilisation and Reintegration of Ex-Combatants in a Peacekeeping Environment

39. UN DPKO: DPKO/MD/03/00993 Directive for Disciplinary Matters Involving Military Members of National Contingents

40. UN DPKO: DPKO/MD/03/00996 Public Information Guidelines for Allegations of Misconduct Committed by Personnel of United Nations Peacekeeping and Other Field Missions

41. UN Provisional Guidelines for Public Information Components in UN Peacekeeping and Other Field Operations

42. UN Stress Management Booklet

43. UN DPKO: Gender & Peacekeeping Ops Generic Training Package

44. UN DPKO: Gender Resource Package for Peacekeeping Ops

45. DPKO/DFS Guidelines – Integrating a Gender Perspective into the Work of United Nations Military in Peacekeeping Operations

46. UN DPKO: United Nations Military Observer Course, Curriculum

47. United Nations Inter-Agency Working Group on Disarmament, Demobilisation and Reintegration: Operational Guide to the Integrated Disarmament, Demobilisation and Reintegration Standards

48. United Nations Mine Action Standards

49. Memorandum of Understanding between the UN and Troop Contributing Countries

50. Organisation for Economic Cooperation and Development-Assistance Committee (OECD DAC): Handbook on Security Sector Reform

51. Organisation for Economic Cooperation and Development-Assistance Committee (OECD DAC): DAC Guidelines and Reference Series – Security System Reform and Governance

52. European Resuscitation Council (ERC): Guidelines for Resuscitation

53. The Geneva Conventions (I-IV) of 1949 and their Additional Protocols

54. Convention (IV) respecting the Laws and Customs of War on Land, signed at The Hague, 1907, and its annex: Regulations concerning the Laws and Customs of War on Land (Hague Regulation 1907)

55. Declaration (IV, 3) concerning Expanding Bullets, signed at The Hague, 1899 (Hague Declaration 1899)

56. Combined Communication Electronics Board: ACP 125 (F) COMMUNICATION INSTRUCTIONS RADIOTELEPHONE PROCEDURES (ABCA-Nations)

57. International Committee of the Red Cross (ICRC) International Humanitarian Law (CD Version 5)

58. ICRC Code of Conduct for Combatants

59. ICRC, Health Care in Danger, Promoting military operational practice that ensures safe access to and delivery of health care, August 2014

60. Office of the High Commissioner for Human Rights (OHCHR) Human Rights in Action

61. Office for the Coordination of Humanitarian Affairs (OCHA), Oslo Guidelines, Guidelines on the use of foreign military and civil defence assets in disaster relief, November 2007

62. “Glossary of Training Technology Terms” by NTG Working Group on Individual Training and Education Developments

63. ABCA Publication 369 – Security Force Capacity Building (SFCB) Handbook

64. Mission Start-up Field Guide for Senior Mission Managers of United Nations Peacekeeping Operations, United Nations Department of Peacekeeping Operations and Department of Field Support , Version 1.0, February 2008

65. GTZ, NODEFIC, PPC, SNDC: Disarmament, Demobilisation and Reintegration, A Practical Field and Classroom Guide, 2004

66. Commanders’ and Staff Handbook for Countering Improvised Explosive Devices (C-IED)

67. DIA 3.17, Fouille opérationnelle, CICDE, February 2009, French forces

68. FT-13, Doctrine de contre-rébellion, CDEF, January 2009, French forces

ANNEX C GLOSSARY OF ABBREVIATIONS AND ACRONYMS

AAP	Allied Administrative Publication
ABCA	American, British, Canadian, Australian and New Zealand Armies' Program
ACO	Allied Command Operations
ACP	Allied Communications Publication
ADL	Advanced Distributed Learning Armistice Demarcation Line
AJP	Allied Joint Publication
AOO	Area of Operations
AOR	Area of Responsibility
ATP	Allied Tactical Publication
ATrainP	Allied Training Publication
Bi-SC	Bilateral Strategic Command
BZ	Buffer Zone
C2	Command and Control
C3I	Command, Control, Communications and Information
CASEVAC	Casualty Evacuation
CBRN	Chemical, Biological, Radiological, Nuclear
CBRND	Chemical, Biological, Radiological, Nuclear Defence
CCA	Contamination Control Area
C-IED	Counter-IED
CIMIC	Civil-Military Cooperation
CIMITT	Civil Military Transition Team
CIVCAS	Civilian Casualties
CM	Chairman
COIN	Counter Insurgency
COLPRO	Collective Protection
CP	Checkpoint
CPR	Cardiopulmonary Resuscitation
CPTM	Core Pre-Deployment Training Material(s)
CQB	Close Quarter Battle
CRC	Crowd and Riot Control
CREVAL	Combat Readiness Evaluation Programme (Land)
CR-SGBV	Conflict-Related Sexual and Gender-Based Violence
DDR	Disarmament, Demobilisation, Reintegration
DPKO	Department of Peacekeeping Operations
DU	Depleted Uranium

ECM	Electronic Countermeasures
EOD	Explosive Ordnance Disposal
EPA	Evasion Plan of Action
ERC	European Resuscitation Council
ESM	Electronic Warfare Support Measures
EW	Electronic Warfare
FP	Force Protection
GBAD	Ground Based Air Defence
GENAD	Gender Advisor
GFP	Gender Focal Point
GO	Governmental Organisation
GPS	Global Positioning System
HN	Host Nation
HNSF	Host Nation Security Forces
HQ	Headquarter(s)
HRIE	High Risk of Isolation and/or Exploitation
HUMINT	Human Intelligence
IAW	In accordance with
ICRC	International Committee of the Red Cross
ID	Identification Document
IED	Improvised Explosive Device
IHL	International Humanitarian Law
INFO OPS	Information Operations
IO	International Organisation
IPE (1)	Intelligence Preparation of the Environment
IPE (2)	Individual Protective Equipment
IPTF	International Police Task Force
ISOP	Isolated Personnel
ISOPREP	Isolated Personnel Report
ISR	Intelligence, Surveillance, and Reconnaissance
JET	Joint Education and Training
LO	Lesson(s) Observed
LOAC	Law of Armed Conflict
LRIE	Low Risk of Isolation and/or Exploitation
MAI	Mission Area Information
MAREVAL	Maritime Evaluation Programme
MAT	Military Advisor Team

MC	Military Committee
MC2PS	Military Contribution to Peace Support
MEDEVAC	Medical Evacuation
MOU	Memorandum of Understanding
MP	Military Police
MRIE	Medium Risk of Isolation and/or Exploitation
NATO	North Atlantic Treaty Organisation
NCS	NATO Command Structure
NFS	NATO Force Structure
NGO	Non-Governmental Organisation
NLW	Non-Lethal Weapon
NORDCAPS	Nordic Coordinated Arrangement for Military Peace Support
NTG	NATO Training Group
NTGTG	NATO Training Group Task Group
OCC E&F	Operational Capabilities Concept Evaluation and Feedback
OCCAT	Operations Coordination Centre Advisor Team
OE	Operational Environment
OECD	Organisation for Economic Cooperation and Development
OECD DAC	OECD Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights
OP	Observation Post
Ops	Operations
OPSEC	Operations Security
PA	Public Affairs
PAT	Police Advisor Team
PE	Peace Enforcement
PfP	Partnership for Peace
PLWF	Protection, Location, Water, Food
PoC	Protection of Civilians
POC	Person of Contact/Point of Contact
PR	Personnel Recovery
PRO	Personnel Recovery Operation
PRT	Provincial Reconstruction Team
PSF	Peace Support Force
PSO	Peace Support Operation
PSYOPS	Psychological Operations
PVO	Private Voluntary Organisation
QRF	Quick Reaction Force
RC-IED	Radio-Controlled IED

ROE	Rules of Engagement
SACT	Supreme Allied Commander Transformation
SARNEG	Search and Rescue Numerical Encryption Grid
SCR	Senior Civilian Representative
SEA	Sexual Exploitation and Abuse
SERE	Survival, Escape/Evasion, Resistance and Extraction
SFAT	Security Force Advisor Team
SGBV	Sexual and Gender-Based Violence
SGTM	Standard(ised) Generic Training Modules [UN, Level I]
SME	Subject Matter Expert
SOFA	Status of Forces Agreement
SOP	Standard/Standing Operating Procedures
SPINS	Special Instructions
SSR	Security Sector Reform
STANAG	Standardisation Agreement
STM	Specialised Training Material(s)
TACEVAL	Tactical Evaluation Programme
TESSOC	Terrorism, Espionage, Sabotage, Subversion and Organised Crime
TIC	Toxic Industrial Chemical
TIM	Toxic Industrial Material
TSR	Transfer of Security Responsibility
TT	Transition Team
TTP	Tactics, Techniques and Procedures
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNMIK	United Nations Mission in Kosovo
UXO	Unexploded Ordnance
VIP	Very Important Person
WG	Working Group
WIT	Weapons Intelligence Team
WPS	Women, Peace and Security

ANNEX D GLOSSARY OF TERMS AND DEFINITIONS

For the purposes of this document (TEPSO Manual) the following definitions are used:

Advanced Training	Training to achieve and maintain a higher level of knowledge and skills to enable individuals/units to fulfil a broader spectrum of assigned tasks/missions.
Advising	Advising is the primary type of training conducted with Host Nation (HN) security forces. Advising is the use of influence to work by, with and through HN security forces. This type of training relies on the ability of the adviser to provide relevant and timely advice to HN security forces. Advisers are not partners. Advising and partnering are complementary but inherently different activities. Advising requires relationship building and candid discourse to influence the development of a professional security force.
Advisor	A subject matter expert (SME) who serves with HNSF to advise, assist and counsel their counterparts. Additionally, they observe, evaluate and report on the performance of their assigned unit. While not liaison officers, they communicate with their Force superiors and HNSF counterparts to resolve problems and gain confidence. The advisor's primary purpose is to create a professional relationship based on trust that will inspire and influence their counterparts to effective action.
Analysis (evaluation analysis)	Is a substantial component of the evaluation process. It is a set of inter-related systems designed to observe, validate, and report the operational capabilities of staff personnel, units, and force components.
Assessment (evaluation assessment)	Is a substantial component of the evaluation process, which includes the process of examination and estimation on the capabilities of staffs, units, and force components with regard to established forces standards and readiness criteria.
Augmenting	Augmenting is an arrangement whereby HN security forces provide individuals or elements to combine with NATO units, or NATO individuals or elements combine with HN security forces. Augmentation improves the interdependence and interoperability of NATO and HN security forces. Augmentation can occur at many levels and in many different forms. For example, a NATO squad can be augmented with HN individuals, a company can be augmented with an HN platoon, or a battalion can be augmented with a company from an HN security force. Augmentation can be of short duration for a specific operation or of a longer duration for an enduring mission. Augmenting assists HN and NATO forces

	to provide language assistance and cultural awareness of the operational environment.
Basic Training	Training to achieve and maintain a fundamental level of knowledge and skills to enable individuals/units to fulfil a limited spectrum of assigned tasks/missions.
Cantonment Area	A location for the temporary housing, disarmament and demilitarisation of the parties' forces (within the framework of a demobilisation operation).
Certification	The official recognition that an organisational element or an individual meets defined standards and is therefore capable of performing its or his mission.
Checklist	A list containing advice or reminders to conduct the evaluation against TEPSO effectiveness and the level of interoperability to be achieved.
Checkpoint	A point on a road or route at which personnel and/or vehicles are checked in order to prevent the passage of arms, wanted persons etc. A checkpoint will usually include the ability to search vehicles and personnel. Civilian police may also be in attendance.
Civil-Military Cooperation	The coordination and cooperation, in support of the mission, between the NATO Commander and civil actors, including the national population and local authorities, as well as international, national and non-governmental organisations or agencies. (AAP-06)
Civil-Military Transition Team	A Civil-Military Transition Team (CIMITT), also known as Provincial Reconstruction Team (PRT), is an interim civil-military organisation designed to operate in complex environments usually following open hostilities. The CIMITT is intended to improve stability in a given area by helping build the host nation's capacity; reinforcing the host nation's legitimacy and effectiveness; and bolstering that the host nation can provide security to its citizens and deliver essential government services.
Civic	Pertaining to civilian matters or civil society.
Collective Training	Is to prepare an organisational military team to perform military tasks/missions in order to ensure that the defined standards are met. It encompasses procedural drill and the repeated practical application of doctrines and procedures to acquire and maintain tactical and operational capabilities.
Combat Recovery	A method to recover isolated personnel from a situation where hostile interference may be expected, and either the recovery force, or the isolated personnel, or both, have not been trained in combat search and rescue.
Combined Individual Training	Is the common training of individuals from two or more nations.

Complex Emergency	A complex, multi-party, intra-state conflict resulting in a humanitarian disaster which might constitute multi-dimensional risks or threats to regional and international security. Frequently within such conflicts, state institutions collapse, law and order break down, banditry and chaos prevail and portions of the civilian population migrate. Therefore international activities to restore peace could include political, diplomatic, economic, military and humanitarian efforts and the use of information to promote national reconciliation and the re-establishment of effective government.
Conflict Prevention	A peace support effort to identify and monitor the potential causes of conflict, and take timely action to prevent the occurrence, escalation, or resumption of hostilities. (AJP-3.4.1, proposed modification to AAP-06).
Control Point	A point on a road or route at which foot and/or vehicle movement is controlled. Civilian police may also be in attendance. This includes the prevention of passage of certain people/vehicles. A control point may control movement in one or both directions.
Convoy	A group of vehicles organised for the purpose of control and orderly movement with or without escort protection.
Cordon	Mission task which consists, through a continuous set up created along a given line, in isolating a given area in order to deny or at least to warn of, any crossing of this line by unauthorised personnel.
Counter-Improvised Explosive Devices	The collective efforts at all levels to prevent, predict, reduce or eliminate the effects of all forms of IEDs used against friendly forces and non-combatants according to the mission.
Counter-Insurgency	Counterinsurgency is the set of political, economic, social, military, law enforcement, civil, and psychological activities that aim to defeat the insurgency and address any core grievances.
Crowd Control	Set of tactics, techniques and procedures to counter demonstrations or crowd movements and to gain and maintain control over assemblies of people to prevent them from committing hostilities and crimes.
Debriefing	Debriefing is used to extract and confirm information after a concluded task or mission from the participating team members or individuals. It gives the opportunity to rehearse and collect experiences or observations and to evaluate the performance.
Demilitarisation	Demilitarisation means that military personnel and equipment are withdrawn from their military function. See demobilisation and disarmament.

Demobilisation	Process of transitioning a conflict or wartime military establishment and wartime economy to a peacetime configuration while maintaining national security and economic vitality.
Disarmament	Mission task consisting in collecting, registering, controlling and destroying (or sometimes officially redistributing) of heavy or small-calibre weapons, ammunition and explosive devices found in the hands of people having the status of combatants.
Disarmament, Demobilisation and Reintegration	The controlled process of taking personnel out of active armed military service and moving them into civilian status. Note: The process includes removing weapons and military equipment from them and giving them the skills necessary to gain access to civilian occupations.
Displaced Persons	Persons forced to leave their home but not their parent country.
Education	The permanent process to impart general knowledge through formal and informal study to influence individuals to accept their commitments to general military attitudes. It is achieved through teaching methodologies, doctrines, tactics and ethical principles to acquire skills necessary to fulfil their duties.
Electronic Intelligence	A category of intelligence derived from information collected and provided by electronical sources.
Escort	(A) combatant unit(s) assigned to accompany and protect another forces or convoys, or an armed guard accompanying persons as a mark of honour.
Evacuee	A person who has been ordered or authorised, by competent authorities, to move from a place of danger, and whose movements and accommodation are planned, organised and controlled by such authorities. (AAP-06)
Evaluation	Is the process of the examination of staffs, units, and force components with regard to their capability to effectively and efficiently conduct given missions and tasks. It also investigates the validity and reliability of systems, procedures, programmes, and objectives. It includes analysis, assessment, feedback, and lessons learned.
Evasion Plan of Action	A course of action developed prior to executing a combat mission that is intended to improve a potentially isolated person's chances of successful evasion and recovery by providing the recovery forces with an additional source of information that can increase the predictability of the evader's action and movement.
External Evaluation	External evaluation investigates the validation of training objectives in accordance with the training needs identified

	with the commanders' training assessment and described with the respective job descriptions, and, for multinational HQs and forces, in specific arrangements such as Memorandums of Understanding (MOU).
Feedback	Is the process of providing an assessment of an activity to all appropriate parties. It is part of the evaluation process that provides information to improve performance of evaluated missions and tasks.
Find	An item of explosives, weapons, or other terrorist, insurgent or military equipment found either during a planned search or during other operations.
Force Protection	All measures and means to minimise the vulnerability of personnel, facilities, equipment and operations to any threat and in all situations, to preserve freedom of action and the operational effectiveness of the force. (AAP-06)
Gender	Refers to the social attributes associated with being male and female learned through socialisation and determines a person´s position and value in a given context. This means also the relationship between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. Notably, gender does not equate to woman.
Gender Perspective	To have a gender perspective is to be able to detect if, and when, men and women are being affected differently by a situation/operation due to their gender. Correctly used, the gender perspective will increase the operational effect, in every situation, both for men, women, boys and girls in the AOO.
Host Nation	A nation which, by agreement: a. receives forces and materiel of NATO or other nations operating on/from or transiting through its territory; b. allows materiel and/or NATO organisations to be located on its territory; and/or c. provides support for these purposes. (AAP-06)
Host Nation Security Forces	HN security forces are those forces raised, trained and sustained by the HN to provide protection from external threats and maintain security and stability within the state. These forces comprise the HN's security sector. These forces may include military services such as the army, navy, marines, coastguard and air force, as well as internal intelligence forces, border guards, customs officials and law enforcement personnel. Paramilitary forces may also be

	present, and they may or may not be considered part of the HN's formal security sector.
Humanitarian Relief	Activities conducted to alleviate human suffering. Humanitarian relief may precede or accompany humanitarian activities provided by specialised civilian organisations.
Human Intelligence	A category of intelligence derived from information collected and provided by human sources. (AAP-06)
IED System	A system that comprises personnel, resources and activities and the linkages between them that are necessary to resource, plan, execute and exploit an improvised explosive device event.
Individual Training	Is to prepare an individual military member to perform specified military tasks either in a centralised military training organisation or in a military unit/HQ. It encompasses procedural drill and the repeated practical application of doctrines, tactics and procedures to acquire and maintain the required skills.
Internal Evaluation	The primary aim of internal evaluation is to investigate whether the training result meets the requirements described with the training objectives.
Interoperability	The ability to operate in synergy in the execution of assigned tasks.
Interrogation	Interrogation is used to extract information from an unwilling person, normally conducted by "specific specialist agencies".
Isolated Personnel	Military or civilian personnel who are separated from their unit or organisation resulting in a loss of positive and/or procedural control, that may require them to survive, evade, resist exploitation, and either have to make their way back to friendly control or require assistance to do so.
Isolated Personnel Report	A document containing information designed to facilitate the identification and authentication of an isolated person.
Joint Individual Training	Is the common training of individuals of two or more services.
Leadership	Leadership is a complex mixture of qualities displayed in different situations in order to meet the challenges leaders could face during operations. It is based on ethical norms, cultural awareness, gender perspective, mental and spiritual principles and creates trust and confidence following the rules of professionalism, credibility and responsibility. Apart from the command and control capability, it also comprises the leader's ability and willingness to set a good example, to share risks and burdens, to carefully manage resources in order to provide welfare and care to the subordinates and develop positive relations and social intercourse.
Lessons Learned	Is a set of validated information gained during the evaluation

	process, which serves as the basis for improvements in training.
Mentoring	Mentoring is the instruction of HNSF staff members and commanders of all levels, with the objective to enable them to plan, prepare and conduct training and operations independently. It also encompasses after-action analysis and implementation of Lessons Learned with regard to future operations. Mentoring, thus, provides guidance and assistance, while giving participants the chance to "save face". The aim is to strengthen HN military leaders' self-confidence and military skills and to enable targeted independent actions. Mentoring is not to take over the command responsibility of HNSF commanders or to train HN soldiers for them.
Non-Governmental Organisation	Non-Governmental Organisation (NGO) is an official term used in Article 71 of the UN Charter. As the term implies, NGOs are private (primarily non-commercial) organisations generally motivated by humanitarian or religious values.
Observation	The detailed examination of phenomena prior to analysis, diagnosis or interpretation.
Partnering	Partnering attaches units at various levels to leverage the strengths of both NATO and HN security forces. As an HN security force's capabilities mature, the echelon and degree of partnering decrease. As the HN security force conducts more autonomous operations, NATO forces still provide quick reaction forces and other assistance as appropriate. Partnering incorporates training with combined operations to achieve the same goals. Partnership is a habitual relationship between HNSF and Force organisations. Partnering covers all aspects of the HNSF unit or headquarters and enables administrative advice to be imparted, effective training to be developed and operations to be planned and executed jointly.
Patrol	A detachment of ground, sea, or air forces sent out for the purpose of gathering information or carrying out a destructive, harassing, mopping up, or security mission. (AAP-06)
Peacebuilding	A peace support effort designed to reduce the risk of relapsing into conflict by addressing the underlying causes of conflict and the longer-term needs of the people. It requires a commitment to a long-term process and may run concurrently with other types of peace support efforts. (AJP-3.4.1)
Peace Enforcement	A peace support effort designed to end hostilities through the application of a range of coercive measures, including the use of military force. It is likely to be conducted without the strategic consent of some, if not all, of the major conflicting parties. (AJP-3.4.1)

Peacekeeping	A peace support effort designed to assist the implementation of a ceasefire or peace settlement and to help lay the foundations for sustainable peace. It is conducted with the strategic consent of all major conflicting parties. (AJP-3.4.1)
Peacemaking	A peace support effort conducted after the initiation of a conflict to secure a ceasefire or peaceful settlement involving primarily diplomatic action supported, when necessary, by direct or indirect use of military assets. (AJP-3.4.1)
Peace Support	Efforts conducted impartially to restore or maintain peace. Peace support efforts can include conflict prevention, peacemaking, peace enforcement, peacekeeping and peacebuilding. (AJP-3.4.1)
Peace Support Operation	An operation that impartially makes use of diplomatic, civil and military means, normally in pursuit of United Nations Charter purposes and principles, to restore or maintain peace. Such operations may include conflict prevention, peacemaking, peace enforcement, peacekeeping, and peace building and/or humanitarian operations. (AAP-06)
Personnel Recovery	The sum of military, diplomatic and civil efforts to effect the recovery and reintegration of isolated personnel.
Private Voluntary Organisation	Private, non-profit humanitarian assistance organisations involved in development and relief activities. PVO is often used synonymously with the term NGO.
Protection of Civilians	The activities conducted with the intent to safeguard non-combatant civilians from physical violence, secure their rights to access essential services and resources and to contribute to a secure and stable environment for civilians over the long term.
Public Affairs	The function responsible to promote NATO's military aims and objectives to audiences in order to enhance awareness and understanding of military aspects of the Alliance. This includes planning and conducting media relations, internal communications, and community relations.
Rationalisation	Is any cooperative measure that leads to more cost effectiveness and efficiency in the spending of defence resources.
Refugee	Any person who, owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable, or owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it. [UN] (AAP-06)

Reintegration (DDR)	Process through which former combatants, belligerents, and dislocated civilians receive amnesty, re-enter civil society, gain sustainable employment, and become contributing members of the local populace.
Reintegration (PR)	The operational process of providing medical and psychological care to personnel recovered from isolation, and debriefing them for intelligence and lessons learned purposes.
Remedial Action	An action that serves to correct faults, remedy defects or improve conditions.
Risk	Chance of injury or loss expressed in terms of probability and severity.
Road Block	A point on a road or route at which action is taken to restrict or prevent foot and/or vehicle movement. Roadblocks will often be manned, but to be effective must always be observed.
Role Play	The use of role players is a very efficient training method in addition to the transitional methods. Especially action training and intercommunication will be improved. For some training modules (e.g. crowd control or negotiation) role players are indispensable. Role players can be active soldiers, but also hired civilians. The training of the role players has to be done in advance by specially trained instructors who know both the possibilities and limitations of role-play. Special attention has to be paid to the role players' mentality to prevent that schizophrenic people play the roles as warlords or criminals.
Route Checks	Route checks may be undertaken by a foot patrol. As the name implies, they only provide a quick inspection of the route, paying particular attention to the vulnerable points. There is no guarantee that the route checked is clear of explosive devices.
Route Searches	Route searches are detailed searches carried out by qualified search teams.
Rules of Engagement	Directives issued by competent military authority which specify the circumstances and limitations under which forces will initiate and/or continue combat engagement with other forces encountered. (AAP-06)
Search Operation (Cordon & Search)	The aim of search operations is to protect potential targets, to gain intelligence and information, to deprive hostile parties of their resources and to gain evidence to assist subsequent prosecution. Such operations are usually carried out jointly by military and police forces with a view to the capture of wanted persons, arms, radio equipment, supplies, explosives or documents, the disruption of hostile activities such as bomb making or weapon manufacture and eliminating the influence of hostile parties in a specific locality, particularly with regard

	to expanding a controlled area.
Security Sector Reform	The reform of security institutions to enable them to play an effective, legitimate and accountable role in providing external and internal security for their citizens under the control of a legitimate state authority and to promote stability.
Social Patrols	This is a way of patrolling in PSO when the situation in the area is stabilised and there is no direct danger for the forces. The patrol is recognised as a unit of the PSF. The intention is to show the local people that forces are in the area and are alert. The patrol is armed; to the local people the patrol is acting friendly and at a frank way but is alert. The patrols are carried out by daylight.
Specialisation	In training is the concentration of individual nations on a limited number of specific training projects in order to assume responsibility for these projects on behalf of other/ all nations.
Standardisation	Is the process of developing concepts, doctrine, procedures, and designs to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability and commonality in the fields of operations, administration, and material.
Survival, Escape/Evasion, Resistance and Extraction	A set of tactics, techniques, and procedures that is intended to give isolated personnel the skills to survive in any environment and to evade capture. Failing that, to resist exploitation by captors and, if the situation permits, escape captivity to finally support their own or assisted recovery.
Systems Approach to Training	The NTG's Systems Approach to Training defines evaluation as a key element within the training environment, which encompasses analysis, assessment, feedback and Lessons Learned. It aims to improve the capability of staffs, units, and force components to conduct given missions and tasks effectively and efficiently as well as to improve the procedures, programmes, and training objectives to achieve this aim.
Threat	Any real or potential condition that can cause injury, illness or death of personnel or damage to, or loss of, equipment, property or lead to mission degradation.
Training	As the generic term means the permanent process of preserving and improving the skills (capabilities) of military individuals, staffs and forces to sound military operations. It encompasses education (as disseminating knowledge through formal or informal study), individual and collective training as well as exercises.
Training Goal	A general description of the envisaged end state to be reached through training.
Training Plan/	A Plan/Programme covering the identified training objectives

Training Programme	and selected training methods in order to coordinate the basis to conduct and evaluate TEPSO.
Training Objective	A desired goal expressed in terms of performance under set conditions related to a defined standard. It describes the knowledge, skills or attitudes to be reached during the conduct of training.
Transition Team	Transition Teams provide the capacity to advise, mentor, monitor, train HN elements and undertake open, objective assessment and reporting throughout the process of restructuring, development and transition. Transition teams consist of combinations of various military and civilian experts. One of the current solutions in assisting the HN to carry out overall restoration and governance tasks. Transition Teams may be Military Advisor Teams (MATs), Security Force Advisor Teams (SFATs), Police Advisor Teams (PATs) and Operations Coordination Centre Advisor Teams (OCCATs).
Weapon Holding Area/Site	A location for the temporary or (semi-) permanent storage of weapons and/or other military equipment of the parties' forces (within the framework of a demobilisation operation).

INTENTIONALLY BLANK

ANNEX E EVALUATION/ASSESSMENT CHECKLIST FORMAT			
Training Module			
Training Objective		**National Training Criteria**	
Training Level	**Standards**	**Observation of Operational Readiness**	**Ratings**
Individual			
Key Personnel			
Unit			
Headquarters			
Operational Readiness (Effectiveness Interoperability)	**Summary**		**Grades**

Ratings	**Grades**
Excellent (EX) Satisfactory (ST) Marginal (MA) Unsatisfactory (UN)	Interoperable Partially Interoperable Not Interoperable

INTENTIONALLY BLANK

ANNEX F EVALUATION/ASSESSMENT REPORT FORMAT

EVALUATION REPORT

NATION: **UNIT:** **DESIGNATED FOR:**	**UNIT COMMANDER:**

EVALUATION/ASSESSMENT

□ **NATIONAL SELF EVALUATION/ASSESSMENT** □ **NATIONAL EVALUATION/ASSESSMENT WITH NATO SUPPORT**	□ **EVALUATION BY NATO**

CHIEF ASSESSOR NATION **NATO MONITOR**	**CHIEF ASSESSOR NATO** **NATION REPRESENTATIVE (CO-ASSESSOR)**

TRAINING CONTEXT AND CONDITION

TRAINING MODULES	RATINGS OF OPERATIONAL READINESS				GRADINGS FOR INTEROPERABILITY
	IND	KEY LDR	UNIT	HQ	OVERALL

(LOCATION, DATE)	**(SIGNATURE)**

UNIT COMMANDERS ASSESSMENT/RECOMMENDATIONS

ATrainP-1(D)(1)