DEPLOYMENT REVIEW

Summary
Sheet

1.1 The Simple Lessons Learned Loop

Below is a Simple Lessons Learned Loop which outlines the broad stages of the lessons learned process, from the identification of an issue to its application within an organization.

Figure 1:
Simple Lessons Learned Loop

1.2 When can we Learn Lessons?

We can learn from both successes and failures. However, the lessons learned process is designed to address issues caused due to inadequate approaches, training or preparation, as opposed to issues caused by one-off mistakes or user error. Consider:

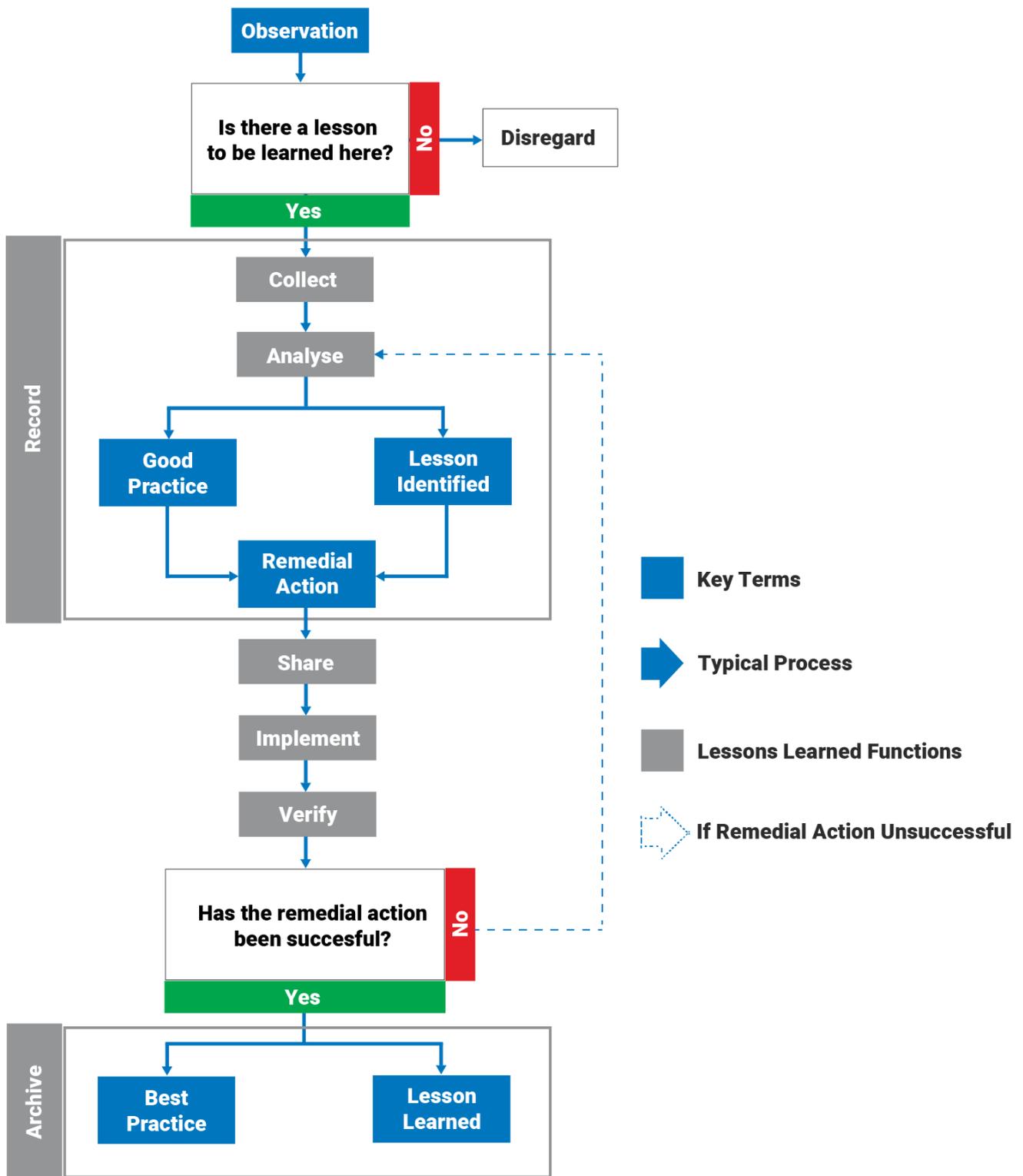| What was the result?	Was standard procedure followed?	Is there a lesson to be learned here?	Why?
Success	No	Yes	The event was a success because personnel varied from standard procedure and used an innovative approach. As this innovative approach was more successful than standard procedure, there is a lesson to be learned.
Unsuccessful	Yes	Yes	The event was unsuccessful despite standard procedures being followed. This means that these procedures are not effective and should be changed: there is a lesson to be learned.
Success	Yes	No	The event was a success because standard procedure was followed. This means these procedures are effective and do not need to be changed: there is not a lesson to be learned.
Unsuccessful	No	No	The event was unsuccessful because standard procedure was not followed. This does not mean that procedures need to be changed, but that personnel should use these procedures to be successful.

1.3 Key Terms

Term	Definition
1. Observation	A summary statement of the observed or experienced conditions.
2. Lesson	Knowledge or understanding gained through experience.
(a) Good Practice	A practice or activity that has proven successful in a specific situation and setting that may be recommended to be replicated in other situations.
(b) Lesson Identified	A practice or activity that has not had the intended outcome. This approach should be either improved upon or avoided entirely in other situations.
3. Remedial Action	A step or a series of steps to be taken to adjust the current institutional approach so that others can replicate a more successful approach; avoid an unsuccessful approach, or improve the existing approach when faced with the same situation.
4. Lesson Learned	Knowledge or understanding gained from applied or considered good practices or lessons identified from past actions, projects and/or operations.
5. Best Practice	A practice or activity that has proven its effectiveness across contexts and situations and is therefore institutionally recognized as the best course of action in the situation.

1.4 Main Effort

Function	Main Effort
1. Collect	Collect sufficient information about the observed event and the situation in which it occurred in order to put the event into context.
2. Analyse	Determine the root causes of a good or bad experience in order to be able to develop remedial actions to (a) replicate success and (b) avoid repeating mistakes.
3. Record	Ensure information about observations, lessons and remedial actions is continually recorded to support later reference and review.
4. Share	Share the collected lessons and proposed remedial actions with the relevant stakeholders so that the necessary changes in approach can be implemented and verified.
5. Implement	Implement the proposed remedial actions in order to ensure that successes are replicated and mistakes avoided in the future.
6. Verify	Verify whether the change in approach has allowed others to successfully replicate a success or avoid repeating a mistake to finalize the lesson learned or best practice.
7. Archive	Archive lessons learned and best practices for future reference when preparing for new tasks and when facing new challenges.

1.5 Detailed Lessons Learned Loop

1.6. Principles, Mindset, Roles and Responsibilities

Term	Definition
Principles	• As much as possible, all personnel should be involved in the collection and development of lessons. • While all personnel should be involved, the process itself must be driven by commanders and senior decision-makers. • All lessons learned information should be shared as widely as possible, although steps should be taken to ensure that they are implemented/resolved at the lowest level possible. • Once a lesson has been identified, it must be applied and cause a change in approach to be considered 'learned' by the organization.
Mindset	• Lessons cannot be learned overnight. Personnel must understand that while they may not see immediate results, the information they collect is incredibly important. • The lessons learned process must not be used to evaluate the performance of personnel: the aim is to learn from successes and mistakes; not blame someone for them. • To that end, commanders must ensure that personnel feel free to discuss their mistakes without the fear of repercussions.
Roles and Responsibilities	• National institutions are responsible for both initiating the process and ensuring lessons become applied lessons learned. • Training centres and academies are responsible for ensuring that future personnel receive guidance and training based on what has been learned by previous deployments. • Contingent commanders and staff officers are responsible for incorporating lessons learned considerations into the contingent's planning efforts and standard routine as well as sharing the information with the relevant stakeholders. • Individual peacekeepers are responsible for collecting, sharing and applying lessons learned.

2.1 Uniformed Contingents & Lessons Learned

As contingents often work in an integrated manner (such as with Mission community liaison assistants, human rights officers, and other civilian components), military contingents and FPUs should work to collect lessons learned information regarding these processes in support of the Mission. As outlined in the 2020 DPO-DPPA Policy on Knowledge Management and Organizational Learning, all organizational learning initiatives should also incorporate cross-cutting considerations, such as Gender, Women, Peace and Security (WPS), Youth, Peace and Security, and human rights and protections considerations[1]. The policy notes that there are specific instances in UN peacekeeping operations where lessons learned information must be collected and developed in support of UN Mission-led organizational learning efforts (in addition to internal contingent efforts):

"Any significant activity, incident or event (e.g. that involves multiple personnel/offices/departments, and/or significant resources, and/or that is likely to reoccur) shall be followed by a timely exercise to capture personnel experiences and good practices, identify opportunities for improvements and recommend actions to tackle inefficiencies. Certain major activities, incidents and events shall require a written lessons identification exercise and a time-bound follow-through process as governed by other organizational policies." [2]

2.2 Available In-Mission Support

The two primary in-mission support mechanisms are the Policy and Best Practice (PBP) personnel and the Integrated Mission Training Centres (IMTC). The PBP personnel serve as the go-to subject matter experts when lessons learned support is required. The IMTCs provide additional guidance and training support.

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1   **Policy on Knowledge Management and Organizational Learning (DPO 2020.11/DPPA 2020.2) paragraphs 10-12.**
2   **Policy on Knowledge Management and Organizational Learning (DPO 2020.11/DPPA 2020.2) paragraph 13 and footnote 10.**

2.3 Available Supporting Documents

Additional policies, guidance and training materials and news updates can be found online through the Peacekeeping Resource Hub. A comprehensive list of relevant guidance can be found in the Guidance Note on Lessons Learned, provided as part of this Toolkit.

LESSONS LEARNED

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Digital Toolkit