



ZIF TRAINING COURSES OVERVIEW 2012



Center for International Peace Operations (ZIF)
Ludwigkirchplatz 3-4
D-10719 Berlin
www.zif-berlin.org

COURSE OVERVIEW 2012

ZIF Training Courses

Dates	Course Title	Application Deadline	Course Fee in €
12.02. – 17.02.	<i>Long Term Election Observation</i>	11.12.2011	650
11.03. – 23.03.	<i>Core Course Peace Operations *</i>	13.01.2012	1560
17.04. – 20.04.	Short-Term Election Observation *	17.02. 2012	390
06.05. – 18.05.	<i>Core Course Peace Operations *</i>	10.03. 2012	1560
03.06. – 08.06.	<i>Comprehensive Approaches in Multi-Functional Peace Support Operations</i>	05.04. 2012	650
24.06. – 30.06.	<i>ENTRI: Mission Administration & Support</i>	Please see the ENTRI website	(tbd)
01.07. – 06.07.	Field Security Training	04.05. 2012	250
10.07. – 13.07.	Short-Term Election Observation *	11.05. 2012	390
16.09. – 28.09.	<i>Core Course Peace Operations *</i>	20.07. 2012	1560
21.10. – 26.10.	Field Security Training	24.08. 2012	250
05.11. – 09.11.	Mentoring in Civilian Crisis Management	07.09. 2012	650
Autumn 2012	UN Mission Administration & Field Support		1560
Autumn 2012	FBA-ZIF Rule of Law		1560

* German nationals are requested to apply for the ZIF expert pool for future secondment

Training Opportunities with Partner Institutions

23.01. – 10.02.	United Nations Staff Officer Course ** Command & Staff College, FAF, Hamburg	25.11. 2011	tbd
05.02. – 10.02.	Intercultural Management & Behaviour Police Academy Wertheim	09.12. 2011	tbd
19.03. – 05.04.	United Nations Staff Officer Course ** Command & Staff College, FAF, Hamburg	20.01. 2012	tbd
18.03. – 23.03.	Mentoring & Advising (Federal Police College Lübeck)	20.01. 2012	tbd
03.09. – 14.09.	LGAN: UN Mission Planning Exercise Command & Staff College, FAF, Hamburg	06.07. 2012	tbd
05.11. – 23.11.	United Nations Staff Officer Course ** Command & Staff College, FAF, Hamburg	07.12. 2012	tbd
18.11. – 23.11.	Mentoring & Advising (Federal Police College Lübeck)	20.09. 2012	tbd

** For members of ZIF expert pool only



TRAINING PHILOSOPHY

In order to increase the level of expertise and preparedness of civilian staff in peace operations internationally, ZIF follows a long-term strategy by offering a broad range of courses, which is continuously reviewed and adapted according to newly arising topics of relevance in the field of peace support.

ZIF offers three types of courses:

1. Core courses peace operations and election observation courses,
2. Specialisation courses focusing on different fields of expertise
3. Guest seminars, workshops and trainings conducted with international partners.

Our course curricula have been developed with or in accordance to internationally recognised training standards of the United Nations (UN), the European Union (EU) and the Organisation for Security and Co-operation in Europe (OSCE).

As one of the founding members of the “EU Group on Training” (EGT), a consortium of European training institutions created in 2001 within the frame of the Commission-funded EU Project on Training for Civilian Crisis Management, ZIF works in close co-operation with the leading European training institutions in the field.

With the creation of a “Training Platform for Peace Operations” in November 2008, Germany has acknowledged its commitment to the integrated or comprehensive training approach. Joint training courses, run in cooperation with the German military and police, aim to overcome prejudices and foster a mutual understanding and respect of the different organisational philosophies and working cultures. This leads to an improvement in communication and co-ordination between the individual actors at home and in the field.

Furthermore, ZIF conducts project-based training courses overseas, such as for the German Ministry of Foreign Affairs with the KAIPTC in Accra, or on behalf of the UN Department of Peacekeeping Operations (DPKO) in various African training institutions. Election Observation courses are being conducted for central and eastern European countries on behalf of the Ministry of Foreign Affairs and the OSCE, as well as on request by international organisations.

TRAINING OBJECTIVES

Aim and purpose of our courses is to provide participants with a realistic insight into the daily work in peace operations and to prepare them for the challenges and obstacles they might encounter in the field. Working in crisis environments can be very demanding and generally requires a high level of commitment, flexibility and stress resistance.

ZIF courses seek to raise the level of awareness amongst participants with regard to these challenges in order to avoid negative experiences in the field. Moreover, the training encourages participants to reflect on their own mission readiness and provides them with a set of general skills required for working in a crisis management environment.

TRAINING METHODOLOGY

To work successfully in an international mission environment a number of skills are required:

- knowledge of the legal, political, and institutional background of the mission;
- capacity to meet professional demands in a challenging work environment;
- conflict analysis and basic conflict resolution skills
- team spirit, social and inter-cultural competence, high level of motivation;
- solid language knowledge and communication skills;
- internet literacy and knowledge of modern office software;
- stable psychological and physical condition.

ZIF training courses offer a pragmatic and realistic preparation for mission service, tailored to the needs in the field. In close cooperation with international organisations, international training institutions and practitioners from the field, ZIF continuously adapts its training courses. Course curricula are being revised and updated to reflect ongoing political developments and changing mandates of international peace operations.

Most of our trainers are practitioners from the field, having either been involved in previous operations themselves or coming straight from their current assignments to provide first-hand impressions from the day to day work in international peace operations. Field applicability and relevance are therefore the prime goals of ZIF training courses.

The courses follow a participatory approach and include lectures, discussions, case studies, group work, simulations, and field exercises. ZIF aims to create a learning environment that encourages interaction between participants with diverse experiences, professional skills, and nationalities. ZIF therefore pays particular attention to the heterogeneity of the training audience.



TRAINING ACADEMIES AND LOCATIONS

ZIF training facilities are located in or around Berlin at the venues like the ones described below. Specialisation courses held in cooperation with partners are held in different locations throughout Germany.



Akademie Berlin Schmöckwitz
Wernsdorfer Strasse 43
12527 Berlin
www.akademie-schmoeckwitz.de



Europäische Akademie Grunewald
Bismarckallee 46/48
14193 Berlin
www.eab-berlin.de



Center for International Peace
Operations
Ludwigkirchplatz 3-4
10719 Berlin
www.zif-berlin.org

CORE COURSE PEACE OPERATIONS

Course Description:

Course participants usually do not know when and where they will be deployed. ZIF has developed a course curriculum covering a wide range of topics related to peace operations, thereby providing participants with the necessary background knowledge and understanding of mission structures as well as soft skills required for any engagement in mission assignments.

The course provides an overview of the historical development of peace operations, beginning with the founding of the United Nations, the implications of the fall of the iron curtain on world politics and the thereby arising challenges of ever more complex and numerous peace operations of the 21st Century as well as the engagement of new actors, such as the OSCE and the EU, as players in peace operations.

Furthermore, insight into the structures and specific functional units of peace operations, mandates and lessons learned are given. By applying the integrated training approach, the course offers an environment conducive to the creation of a common identity amongst future mission members of different professional, organizational and cultural backgrounds.

Soft skills include topics such as inter-cultural communication, negotiation and mediation techniques, working with interpreters, stress management, local ownership and gender awareness. All modules seek to enhance personal attitudes and to promote a reflective and critical approach with regard to the complex issues of civilian crisis prevention and management.

ZIF puts particular emphasis on practical security training. It seeks – in close cooperation with national Police Academies and the German Armed Forces – to sensitise participants to security awareness and risk prevention. Part of the core course training is conducted at the UN Training Centre of the German Armed Forces in Hammelburg, where participants are trained in mine awareness, orientation in the field, radio communication, behaviour at check points, ambushes and behaviour in complex risk situations.

Please note that the successful completion of this course and a positive assessment by the ZIF Training and Human Resources staff, leads to the participant being invited to join the ZIF expert pool for peace operations.

Training Modules:

- Development of International Peace Operations;
- Structure and Mandates of UN, OSCE, and EU Missions;
- International Law, Human Rights, and Rule of Law;
- Code of Conduct, Mission Readiness and Personal Motivation;
- Intercultural Communication;



- Negotiation and Mediation;
- Working with National Staff;
- Gender Aspects in Conflict Situations;
- Different Actors in the Field / Cooperation with NGOs, CivPol other IOs;
- Civil-Military Cooperation;
- Personal Security, Mine Awareness and Behaviour in Complex Risk Situations;
- Orientation in the Field / Use of Maps and GPS / Radio Communication Basics;
- Road Safety and Driving in Hazardous Environment / Use of 4x4 Vehicles;
- Basic First Aid and Personal Hygiene in the Field;
- Stress Management;
- National Recruitment and Secondment Procedures (for German Nationals).

Participants

This course is obligatory for German candidates who intend to join the ZIF expert pool for peace operations and who are interested to work in an international environment on long-term assignments (6 months and longer) in crisis management or peace support operations. Previous mission experience is highly desirable but not obligatory. The course is also open to qualified international participants. The maximum number of participants for this course is 24.

Please note that ZIF is seeking professionals with a minimum of 5 years of work experience in their respective field of expertise. The ZIF Core Course Peace Operations is not foreseen as a capacity-building activity for young professionals.

German candidates who enter the ZIF expert pool for peace operation do not automatically enter the ZIF expert pool for election observation and are therefore **not** eligible to be recommended for election observation positions.

Dates

GK 1 – 12: Sunday, 11th March to Friday, 23rd March 2012

GK 2 – 12: Sunday, 6th May to Friday, 18th May 2012

GK 3 – 12: Sunday, 16th September to Friday, 28th September 2012

Location

Akademie Berlin Schmöckwitz
 Wernsdorfer Strasse 43
 12527 Berlin
 Germany
www.akademie-schmoeckwitz.de



Course Fee and Application

The course fee for German participants who are applying to become members of the ZIF expert pool for peace operations amounts to 360, 00 €. For German participants who are not applying for admission to the ZIF expert pool for peace operations and for international participants the fee is 1560, 00 €. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

Should you require technical support, please contact Mr. Mirko Lakic at: m.lakic@zif-berlin.org. In case of content related questions, please contact Ms Irene-Maria Eich at: i.eich@zif-berlin.org.



SHORT-TERM ELECTION OBSERVATION TRAINING

Course Description

The Short-Term Election Observation (STO) training course serves as an introduction for future election observers. Participants get an overview of the main international actors - OSCE, EU and UN - and their respective involvement in the field of democratisation and election related activities. Furthermore international elections standards and an overview on the main electoral systems are provided.

The methodology of the ZIF election observation courses is participatory and includes case studies, role plays and simulation exercises to illustrate the activities at a polling station and counting centre. All trainers have an extensive practical background in election observation.

Since security is becoming of growing concern for all missions, the STO training course includes a small security section aimed at raising the awareness for personal security issues and the challenges related to working in crisis and post-conflict environments. Particular emphasis is put on the respect of the code of conduct, personal mission readiness and motivation. This section is conducted together with the German Police.

Since ZIF is the Election Observation Mission (EOM) focal point for Germany, please note that only members of the ZIF expert pool for election observers will be eligible for nomination by ZIF to participate in an election observation mission.

Training Modules:

- Introduction of International Actors - OSCE, EU and UN - and Their Respective Involvement in Democratisation Activities and Election Observation Missions;
- Election Observation, Supervision and Implementation;
- International Election Standards;
- Case Studies of Election Observation Missions;
- Experiences of Short- and Long-term Observers;
- Mission Readiness and Personal Motivation;
- Code of Conduct;
- German Participation in Election Observation Missions;
- Security Aspects;
- Information on National Recruitment Procedures for German Nationals.

Participants

This course is obligatory for German candidates who intend to join the ZIF expert pool as potential election observers. STO observers are generally deployed for 7-10 days while long-term observers serve an average of 2-3 months in missions. The course is



open to qualified German and international professionals. The maximum number of participants for the course is 20.

Please note that German candidates who enter the ZIF expert pool as election observers do not automatically enter the ZIF expert pool for peace operations.

Dates

STO 1 – 12: Tuesday, 17th April to Friday, 20th April 2012

STO 2 – 12: Tuesday, 10th July to Friday, 13th July 2012

Location

Akademie Berlin Schmöckwitz
Wernsdorfer Strasse 43
12527 Berlin
Germany
www.akademie-schmoeckwitz.de

Course Fee and Application

The course fee for German participants who are applying to become members of the ZIF expert pool for election observers and for members of the ZIF expert pool for peace operations amounts to 90, 00 €. For participants who are not applying for admission to the ZIF expert pool for election observers and international applicants, the fee is 390, 00 €. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

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LONG-TERM ELECTION OBSERVATION TRAINING

Course Description

This course can be considered as the natural follow-on course to the Short-Term Observation (STO) training course. While STO assignments are of very short nature, the responsibility and scope of long-term observers (LTO) is far more complex and demands a much greater understanding of the various steps and processes in the organisation and running of elections.

Emphasis is put on the frame and context of LTO-assignments, the working relationship between the core team and the LTOs, the different reporting formats as well as the responsibilities and duties that LTOs have vis-à-vis their STOs. Special attention is drawn to the working with national staff, mainly drivers and interpreters, as a team while respecting the code of conduct. An introduction to electronic voting has been added to the curriculum, due to its increasing relevance in certain areas of the world.

Due to the unpredictable security situation in many countries where election observation missions are being carried out, an extensive security module in combination with a 4x4 driving training is included in this course. This part is conducted in cooperation with German Police and the German Armed Forces.

Training Modules:

- International Actors and Democratization Support (UN, EU, OSCE);
- International Standards and the Electoral Cycle;
- Electronic Voting;
- Frame and Context of Long-term Election Observation Missions;
- Working Relationship between Core Team, LTOs and STOs;
- Working with National Staff;
- Code of Conduct;
- LTO and STO Reporting: Formats and Responsibilities;
- Working in a Challenging Mission Environment;
- 4x4 Driving Exercises;
- Security in Election Observation Missions.

Participants

The course specifically targets those German candidates who have already gained experience as short-term observers in previous assignments and are interested in working as long-term observers serving an average of 2-3 months in a mission. Previous long-term observer experience is however not required. The course is also open to qualified international participants. The maximum number of participants is 20.

Dates

LTO – 12: Sunday, 12th February to Friday, 17th February 2012

Location

Akademie Berlin Schmöckwitz
Wernsdorfer Strasse 43
12527 Berlin
Germany
www.akademie-schmoeckwitz.de

Course Fee and Application

The course fee for applicants who are members of the ZIF expert pool amounts to 150, 00 €. For applicants who are not members of the ZIF expert pool and international applicants, the fee is 650, 00 €. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

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FIELD SECURITY TRAINING

Course Description

The nature of civilian crisis interventions often requires staff to operate in unstable and insecure environments. Even though an armed conflict may have not yet occurred or hostilities have ceased, there may be periods of unrest caused by uncontrolled elements making use of the current unstable situation in the host country or the settlement of the conflict. In many countries, risks for the personal safety of mission members may also include organised crime, theft, assault and hostage taking. Therefore, certain patterns of security awareness and behaviour must be part of the toolbox of each civilian expert.

The assurance of the safety and security of their personnel is the single most important duty of care of states and organisations sending their staff to hazardous or hostile areas. Additionally, appropriate security measures will - by reducing known risks to an operationally acceptable level - enable fulfilling mission objectives and therefore contribute to them. Crisis management actors can no longer depend on the relative protection their UN, ICRC, EU status & flag might have provided them in the past. Today they are actually more at risk of being deliberately targeted for political (or criminal) reasons because of their organisational affiliation.

In line with recommendations and training standards of the EU, UN and OSCE, ZIF is conducting security modules as an integral part of its core courses and specialisation trainings. In order to complement its training programme, ZIF has been conducting stand-alone “Field Security Trainings” since December 2006.

Training Modules:

- Personal Security Awareness, including Dealing with Sexual Assault;
- Hostage Avoidance & Hostage Survival;
- Map Reading and Use of Compass and GPS;
- Mobile Security & Vehicle Safety;
- Operating a Radio;
- Roadblocks and Checkpoints;
- UXO and Mine-Awareness;
- Dealing with Critical Security Incidents (Cross Fire, Grenades, UXOs, IEDs);
- Basic First Aid & Stress Management.

Participants

The training is open to members and non-members of the ZIF expert pool. This training is essential for anyone going on a field mission who has not had previous security-related trainings. Although not required, ZIF emphasizes the importance of taking part in this training in order to be prepared for crisis situations in the field

where the correct behaviour can save lives. The maximum number of participants for this course is 20.

Dates

SEC 1 – 12: Sunday, 1st July to Friday, 6th July 2012

SEC 2 – 12: Sunday, 21st October to Friday, 26th October 2012

Location

UN Training Center of the German Armed Forces

Rommelstrasse 31

97762 Hammelburg

www.geuntrgcenter.de



Course Fee and Application

The course fee for German applicants who are members of the ZIF expert pool amounts to 125, 00 €. For German applicants who are not members of the ZIF expert pool and international applicants, the fee is 250, 00 €. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

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RULE OF LAW

Course Description

Within the scope of Rule of Law, all functions have the overriding purpose to promote, secure and strengthen the Rule of Law in the administration of justice as well as in the administration in general. Within the framework of the particular mission, judges, prosecutors, lawyers as well as correctional officers require specialised trainings to prepare for their new responsibilities.

The conditions and methods for carrying out these functions vary, depending on for which phase of crisis management the mission is planned. Responsibilities can include monitoring the legal system, strengthening or replacing the local mechanisms of justice, and, encouraging improvements in the administration of justice by suggesting systematic changes to the legal and judicial systems, and by undertaking legal reform and legislative review projects in order to bring domestic laws into line with recognised international standards.

Programmes in this area aim at strengthening the Rule of Law within the legal and the political system as well as civilian administration. Measures in this area are based on principles such as the separation of powers, the independence of the judiciary, and the respect for human rights. The three key pillars for successful Rule of Law programs are an independent judiciary and administration of justice, a civilian police force, and a functioning penal system.

The overall objective of the Rule of Law course is to enhance the competence of and provide participants with specific knowledge of the different mechanisms involved in a Rule of Law mission. Particular focus is given to the different mandates of such an operation that may include executive, monitoring, advisory and training functions.

The course seeks to provide skills required to perform in an international and crisis-stricken environment efficiently and in compliance with the principles of Rule of Law. The course modules therefore draw heavily on the experiences gained by the OSCE, UN and EU. Since overly ambitious expectations with regard to the own assignment and mission mandate often dampen the motivation for Rule of Law staff in the field, the training aims to provide a realistic picture of the political and working environment and the bottlenecks to be encountered in Rule of Law assignments.

This training is carried out in co-operation with the Folke Bernadotte Academy in Sweden.

Training Modules:

- Introduction to International Law and Institutions;
- Rule of Law in Peace Operations / UN, OSCE and EU;
- Applicable Law and Local Institutions;
- Rule of Law and Law Enforcement;
- Investigation of Criminal Offences;



- Corruption, Organised Crime and Human Trafficking;
- Court Proceedings;
- Prosecuting War Crimes;
- International Tribunals and Special Courts;
- Judicial Review and Transitional Justice;
- Rights of Victims in Criminal Proceedings;
- Human Rights and the Rule of Law;
- Prison Administration and Penal Management;
- Land Reform and Property Rights;
- Governance and the Administrative Procedure;
- Monitoring the Rule of Law;
- Executive Functions and the Rule of Law.

Participants

The course specifically targets German and international candidates with a professional Rule of Law background, who are interested to work in crisis management operations and want either to be deployed on short-term or long-term assignments. Previous mission experience and having participated in a “Core Course Peace Operations” are highly desirable but not obligatory. The maximum number of participants is 20.

Dates

RoL – 12: in autumn 2012 – to be confirmed

Location

Folke Bernadotte Academy
SE 87264 Sandöverken
Sweden
www.folkebernadottecademy.se



Course Fee and Application

The course fee for German applicants who are members of the ZIF expert pool amounts to 360, 00 €. For German applicants who are not members of the ZIF expert pool and international applicants, the fee is 1560, 00 €. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

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INTER-CULTURAL MANAGEMENT AND BEHAVIOUR

Course Description

This training course has been developed by the Federal Police Academy in Lübeck. Given the complexity and diversity of contemporary conflicts and the range of actors involved, the course offers participants a broad understanding of the fundamental concepts of cultural differences, cultural interaction and culture in the context of globalisation. Furthermore the effects of cultural differences in relation to staff management and leadership in general are being addressed.

The training seeks to provide participants with some conceptual, analytical and practical tools that will allow them to understand and operate more effectively in peacekeeping environments.

The course touches on all relevant soft skills which often turn out to be a major stumbling stone in international assignments. The course engages participants in simulations of difficult situations that allow them to reflect on their behaviour on an individual level and as a manager. Given the multi-cultural environment of peace missions, this course is an excellent training for everyone working in the field.

Training Modules:

- Basics and Meaning of Culture
- Cultural Attitudes and Differences that Matter
- Cultures in Conflict (Samuel Huntington)
- Culture and Globalisation
- Basics of Cultural Interaction
- Roles in a Multi-Cultural Environment
- Negotiating across Cultures
- Inter-Cultural Leadership
- Multi-Cultural Work Groups and Teams
- Organising and Designing Tasks in Multi-National Operations
- International Assignments

Participants

The course targets German and international candidates who are civilian and military experts already working in conflict areas or soon to be deployed to the field as well as representatives of governmental institutions and international organizations working in the field of civilian crisis management. Previous mission experience is desirable but not obligatory. German nationals do not have to be members of the ZIF expert

pool in order to apply for the training. The maximum number of participants for this course is 20.

Dates

IM&B 12 - BPOLAK 1: Sunday, 5th to Friday, 10th February 2012 (Wertheim)

IM&B 12 - BPOLAK 2: tbc – in the second half of the year (Lübeck)

Location

Akademie der Polizei Baden-Württemberg
John-F-Kennedy Strasse 56
97877 Wertheim
Germany
www.akademie-der-polizei-bw.de



Federal Police Academy
Ratzeburger Landstrasse 4
23562 Lübeck
Germany
www.bundespolizei.de



Course Fee and Application

The course fee still needs to be determined. The fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation. Please note that this training takes place either in Berlin or in Wertheim.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

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MENTORING & ADVISING IN THE FIELD

Course Description

This course was developed in co-operation with the Federal Police Academy in Lübeck and the UN Training Centre of the German Armed Forces in the framework of the “Integrated Training Partner Platform”. The training is currently awaiting EU certification.

The main objective of the course is to convey the significance of successful mentoring and advising for the implementation of the overall mission mandate and to determine how mentoring schemes and processes can successfully contribute to local ownership of a host nation.

The challenge of how to integrate local knowledge and traditions into the transitional process - how to strike the proper balance - in the implementation of internationally accepted standards is tremendous and demands patience and subtlety from all partners involved. Successful mentoring can contribute to reducing the friction caused by these transitions.

The fact of gaining and holding the respect of local staff as a pre-condition to be accepted in the role of a mentor is addressed in the training, and participants are introduced to tools and techniques in working with interpreters.

Furthermore the dilemmas of “intrusive” peace-building measures and how those can affect and influence the relationship of a mentor and mentee are discussed. Sustainable capacity development requires a comprehensive, continuous and logical process that begins with strategic planning and is followed by assessment of capacity needs, planning for capacity development interventions and finally periodical monitoring and evaluation.

Learning Objectives:

- Introduction to Mentoring, Definitions: Mentoring, Advising, Coaching and Monitoring;
- General Aspects of Mentoring;
- Roles and Requirements of Mentor and Mentee;
- Communication in a Cross-Cultural Context;
- Resistance and Coping;
- Working with Interpreters;
- Documentation, Evaluation and Handover

Participants

The training targets all ZIF expert pool members as well as international experts of the police and the military forces involved in crisis management and peace operations. The maximum number of participants for this course is 18.

Date

M&A 12 – BPOLAK 1: Sunday, 18th to 23rd March 2012 (Lübeck)

M&A 12 – BPOLAK 2: Sunday, 18th to Friday 23rd November 2012 (Lübeck)

Location

Federal Police Academy
Ratzeburger Landstrasse 4
23562 Lübeck
Germany
www.bundespolizei.de

**Course Fee and Application**

The course fee still needs to be determined. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation. Please note that this training takes place in Lübeck.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

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MENTORING IN CIVILIAN CRISIS MANAGEMENT

Course Description

Mentoring is an approach increasingly applied by peace support operations to facilitate the transfer of expertise to counterparts in civilian crisis management. The terms of reference for experts particularly in the areas of rule of law, justice system reform, and police often include mentoring components. However, little guidance is given on how to effectively mentor a person, particularly in the unique working environment of peace support operations.

The course will focus on how to build a co-operation with local counterparts in order to facilitate a mentoring relationship where sharing of expertise, experience, and knowledge can take place. Additionally, techniques will be introduced on how to cope with resistance, after analysing what reasons for resistance might exist. Basic negotiation and mediation skills will be practiced in order to build conflict resolution capacities. Furthermore, psychological aspects of mentoring and strategies on how to build trust will be discussed. An exchange with experienced mentors as well as mission members responsible for integrating mentoring programs into the mission mandate will demonstrate the different challenges of this approach and the desired results and benefits.

Throughout the course, participants will have the chance to work in groups, participate in role plays, and actively apply the theories they are learning. Enough time is allotted for experience exchange among the participants, who come from varying missions throughout the world.

Training Modules:

- Development of Mentoring in Peace Support Operations;
- Definition of Mentoring;
- Role of Mentor & Mentee – Setting Boundaries;
- Communication Techniques – Guiding Difficult Conversations;
- Communication through Interpreters;
- Building Trust & Encouraging Local Ownership;
- Psychological Aspects of Mentoring;
- Adult Learning Approaches;
- Coping with Resistance;
- Negotiation & Mediation Skills;
- Integrating Mentoring into Mission Objectives

Participants

The course is designed for experts who currently are mentors at a peace support operation or who have previously had mentoring experience. Prior mission

experience is highly desirable but not obligatory. The maximum number of participants for this course is 20.

Dates

MEN - 12: 05 to 09 November 2012

Location

Akademie Berlin Schmöckwitz
Wernsdorfer Strasse 43
12527 Berlin
Germany
www.akademie-schmoeckwitz.de

Course Fee and Application

The course fee for German applicants who are members of the ZIF expert pool amounts to 150, 00 €. For German applicants who are not members of the ZIF expert pool and international applicants, the fee is 650, 00 €. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

Should you require technical support, please contact Mr. Mirko Lakic at: m.lakic@zif-berlin.org. In case of content related questions, please contact Ms. Brigitta von Messling at: b.vonmessling@zif-berlin.org.



**UNITED NATIONS STAFF OFFICER COURSE (UNSOC)
UNITED NATIONS MISSION PLANNING EXERCISE (LGAN)**

Course Description

This training is run by the Command and Staff College of the German Armed Forces with the first and foremost objective to prepare staff officers at planning level for assignments in key functions with the United Nations. The course is UN certified and meets UN training standards and requirements.

In order to reflect the integrated nature of UN peace support operations, a limited number of places is made available to ZIF pool members, police officers and other civilian representatives of the field.

This realistic mixture of different organisational cultures is particularly valuable for the 1 week map exercise (MAPEX) in which participants will play key functions in an UN Mission HQ in a start up situation. The participants will play the role in which they have their specific field of experience (Political Affairs, Military, Civilian Police, Humanitarian, Development etc.). The aim of the exercise is to develop a mission plan with all main components as there are: Political Action Plan, Military Concept of Operations, Police Concept of Operations, Elections, DDR, Development Plan and Logistics Support.

The LGAN - 12 UN Mission Planning Exercise is basically the same as the UNSOC training but embedded in a different military learning context. The LGAN exercise is part of a 2 year staff officer course with approximately 120 participants.

Training Modules:

- The UN System: main Organs and Tasks;
- Functioning of the UN Security Council and Birth of a Mandate;
- The strategic Environment of UN Peacekeeping Operations;
- UN Peacekeeping Operations, Structure and Components;
- UN Mission HQ and Force HQ, Structures and Chain of Command
- The UN Logistics System;
- Medical Support and Planning Procedures, Stress Management;
- Principles for civil-military Co-operation in Peacekeeping Missions
- Rules of Engagement (RoE) and Code of Conduct;
- Integrated Mission Planning Process (IMPP) and Military Operational Planning Process (MOPP);
- Tactical Elements of Peacekeeping;
- Force Generation for Un Peacekeeping Missions;



Participants

This training is run by the Command and Staff College of the German Armed Forces with the objective to prepare staff officers for assignments with the United Nations. In line with the integrated training approach a limited number of police and civilian representatives are invited to attend this training. ***This training is only for ZIF pool members.***

The training targets ZIF expert pool members with considerable mission experience, preferably with the United Nations operating in staff functions or at middle management and above in peace support operations. ZIF has been invited by the Command and Staff College of the German Armed Forces to send 4 participants per UNSOC training.

The LGAN UN Mission Planning Exercise is basically the same as the UNSOC training but embedded in a different military learning context. ZIF has been invited by the Command and Staff College of the German Armed Forces to send up to 15 participants.

Date

UNSOC 1 – 12: Monday, 23rd January to Friday, 10th February 2012

UNSOC 2 – 12: Monday, 19th March to Sunday, 5th April 2012

UNSOC 3 – 12: Monday, 5th November to Sunday, 23rd November 2012

LGAN – 11: Monday, 3rd September to Friday, 14th September 2012

Location

Führungsakademie der Bundeswehr
 Clausewitz-Kaserne
 Manteuffelstrasse 20
 D-22587 Hamburg
 Germany
www.fueakbw.de



Course Fee and Application

The course fee still needs to be determined. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability

waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

Should you require technical support, please contact Mr. Mirko Lakic at: m.lakic@zif-berlin.org. In case of content related questions, please contact Ms. Irene-Maria Eich at: i.eich@zif-berlin.org.

UN MISSION ADMINISTRATION AND FIELD SUPPORT

Course Description

This course has been developed in co-operation with the Command and Staff College of the German Armed Forces to provide a general understanding and overview of the operational procedures and mechanisms in the fields of mission administration and field support of the United Nations. ***In combination with the United Nations Staff Officer Course (UNSOC) these two trainings offer a thorough preparation for any UN mission assignment.***

Efficient mission management is key to successful mission implementation. Anyone working for the United Nations should have a certain understanding of the operating procedures and structures in order to function properly within the UN system. The overall objective is to provide course participants with this desirable in-depth knowledge needed to plan, set-up and run larger-scale field missions.

In addition, the course aims at creating a management culture among future mission members who have different professional, organisational and cultural backgrounds, and a sense of common identity and purpose for peace operation support.

The course consists of three subject areas, aiming at increasing future mission personnel's operational awareness and handling of: 1) the planning of a field operation/mission, 2) the set-up and implementation of field missions and 3) a sustainable and efficient support and management of field operations.

Training Modules:

- Mission Components, Overview and Inter-action;
- Authority, Command and Control in UN Peacekeeping Operations;
- Mission Support and Logistics;
- Decision Making Processes / Mission Planning / IMPP & MOPP;
- Finance and Budget in UN Peacekeeping Operations;
- Personnel Recruitment and Management;
- Procurement and Finance / Performance Based Programme Budgeting;
- Force Generation, Recruitment, Training and Staff Management Issues;
- Safety and Security in the Field;
- Movement Co-ordination and Control / Surface Transport /Air Safety & AirOps;
- Engineering in UN Peacekeeping Operations; Field Supply;
- Communications and Information Technology (CITS);
- Integrated Mission Components: JOC, JLOC, JMAC

Participants

The training targets all expert pool members as well as international experts of the police and the military forces with previous mission experience. Candidates with UN experience and/or general expertise in administrative, logistical or financial matters in crisis management and peace operations are welcome. The attendance of an UNSOC training prior to this course is recommended but not obligatory. The maximum number of participants is 20.

Date

UN MA&FS – 12: tbc

Location

Führungsakademie der Bundeswehr
Clausewitz-Kaserne
Manteuffelstrasse 20
D-22587 Hamburg
Germany
www.fueakbw.de



Course Fee and Application

The course fee for German applicants who are members of the ZIF expert pool amounts to 360, 00 €. For German applicants who are not members of the ZIF expert pool and international applicants, the fee is 1560, 00 €. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

Please note that course fees must be paid 2 weeks before the training starts and are not reimbursable. Participants are required to make arrangements for their own health insurance for the duration of the course and are requested to sign a liability waiver before the course starts. ZIF is currently not able to offer scholarships to training applicants and does not reimburse any travel expenses.

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COMPREHENSIVE APPROACHES IN MULTI-FUNCTIONAL PEACE OPERATIONS

Course Description

The aim of the course is to foster the understanding of the challenges encountered when devising a comprehensive approach of support for international peace operations. It will expose the participants to approaches applied by different actors (Military, Civilian, Development and Humanitarian) on the ground and attempt to demonstrate the complementarity of efforts in conflict resolution. Defining common goals, priorities and strategies, sharing information, effective interaction and resourcing of action will be just a few of the aspects to be trained during the following preparatory phases of a multi-functional peace support operation:

- 1) Conflict analysis (Konfliktverständnis);
- 2) Planning on operational level (Ansatz);
- 3) Implementation (Umsetzung)

Some of issues to be addressed will be: Is there a gap between the political and operational level of the principle actors and how can this gap be bridged? How do we perceive the issues to be resolved and how do we propose to solve them? Recognizing different approaches how can they be merged into a common planning platform? What are the limits of a common approach? On which grounds do we establish priorities and responsibilities? What is the role of resources?

The course shall enhance the knowledge and understanding of the different comprehensive approaches a means to open new avenues for collaboration and cooperation.

In order to encourage an open discussion and exchange of ideas, opinions and concerns, the course will refer to a realistic (but fictional) crisis scenario that requires all participants to get involved and “put hands on”. It will help to meet the practical challenges of co-operation in multi-functional peace support operations.

Training Modules:

- Conflict Mapping;
- Identifying Approaches and setting Priorities for Conflict Resolution per Sector (Military, Police, Civilian);
- Organisational Cultures: Planning and Decisions-making by civilian and military Actors;
- Unity of Effort, Identification of Necessities, Challenges, Chances and Opportunities for complementary and joint-civilian and military Action;
- Setting common Objectives (End State);
- Setting Priorities – Sequencing, Synchronisation and Resourcing;
- Measuring what matters – Benchmarking and Measuring Results;

- Result based Budgeting (RBB)
- Introduction to Psy-Ops and Info-Ops;
- Integrated Mission Components in UN Peace Support Operations;
- Principles and Guidelines of civil-military Relations;
- Special Mechanisms in Case of Crisis Escalation;
- Use of Force – Rules of Engagement.

Participants

Civilian, police and military experts with mission experience. Participants must be able to dwell on mission experience (UN, NATO and EU mission experience preferred) or have working experience in the field of development co-operation. The maximum number of participants for this course is 20.

Dates

CAMPO – 12: Sunday, 3rd June to Friday, 8th June 2012

Location

Akademie Berlin Schmöckwitz
 Wernsdorfer Strasse 43
 12527 Berlin
 Germany
www.akademie-schmoeckwitz.de

Course Fee and Application

The course fee for German applicants who are members of the ZIF expert pool amounts to 150, 00 €. For German applicants who are not members of the ZIF expert pool and international applicants, the fee is 650, 00 €. This fee includes accommodation and full board at the training site. Since one of the goals of the trainings is to promote experience exchange among the participants from different fields and provide the opportunity for networking, ZIF encourages all participants to stay at the training site. Discounts will **not** be given to participants who choose to find private accommodation.

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*For further details please see the following pages.
Since new courses are being developed throughout the year, please consult the ZIF
course overview on the ZIF website regularly for new training opportunities!*

