



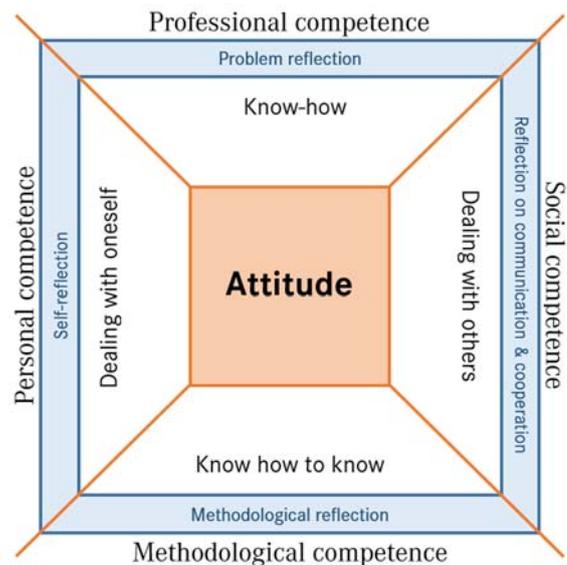
## ZIF's Concept „Civilian Expert“

Civilian experts working in peace operations are individuals who need to possess certain key competences to implement the operations' mandates effectively and efficiently. They strive towards bringing benefits to the local population and structures, and take care of their own physical and mental well-being.

### Competence Model

The key competences outlined below form the frame of ZIF's Concept "Civilian Expert". The basic idea behind this concept is that professional expertise is only one of four areas of competence, which are reflected in the **competence model** on the right.<sup>1</sup> These areas include professional, social, personal and methodological competence.

Possessing an open mindset to this approach is a prerequisite to being able to equally apply the aforementioned competences. In turn, equal application of these competences will feed into fostering a fundamental **attitude** that is at the center of the model, where behavior is an expression of this very attitude. Thus, the attitude of a person is central in guiding his/her actions, especially when challenges are new and contexts are unknown and fragile. Raising awareness of the relationship between competences and attitude, and strengthening the competences of each expert is a necessary condition for their individual effectiveness and positive impact in international peace operations.



This approach is also reflected in ZIF's "Competence Framework" - the base of its selection and nomination processes. According to this framework, candidates' past performance and present behavior are explored considering competences such as professional integrity, intercultural sensitivity and tolerance, communication/networking and influencing, working with others/leading teams, drive and resilience/managing performance.

### Principles of Action

In addition to the above-mentioned competence model, ZIF has identified a number of basic principles of action essential for the effective and sustainable implementation of mandates in the context of international peace operations. These principles, which include **do no harm, local ownership and participatory processes, gender awareness** and a **comprehensive approach**, form the basis for the competence development of ZIF's civilian experts. The aim is to convey competences to civilian experts and bring about an attitude, which allows reflection and redefinition of their role - including possibilities and limits - in peace operations.

#### Do No Harm

Mary B. Anderson's **do no harm** principle directs experts to reflect critically on their role as external actors in fragile contexts.<sup>2</sup> It intends to develop awareness that measures taken can cause unwanted adverse effects on the situation and populations on the ground, particularly under conditions of fragility. This awareness includes the ability to conduct substantial analysis of the context and conflict a peace operation

<sup>1</sup> Modelle zur internationalen Kompetenzentwicklung, Akademie für internationale Zusammenarbeit, 2015 (<http://star-www.giz.de/fetch/1v8eQ2501XaDC000g0/giz2015-0127de-modelle-internationale-kompetenzentwicklung.pdf>).

<sup>2</sup> Mary B. Anderson: Do no Harm: Supporting Local Capacities for Peace through Aid. Cambridge MA, Collaborative for Development Action, 1996.

works in, to design projects and engagement strategies accordingly, and to reflect upon unethical behavior, as well as personal and institutional safeguards against it.

### **Local Ownership and Participatory Processes**

The fundamental purpose of international peace operations is to build up structures in crises, which contribute sustainably to peaceful conflict resolution in social disputes. This means that measures designed and implemented by the international community are closely coordinated with the population of the country of deployment. These measures should be developed and implemented jointly with them in the sense that ZIF-experts should play the role of facilitators and supporters of local processes steered by local partners and organizations. Thus, ZIF-experts should focus on supporting **participatory processes** in the host country, leave the ultimate responsibility for those with the local population, and strengthen local partners as agents of change in their quest for a conflict transformation in their own society.

### **Gender Awareness**

**Gender awareness** is the awareness of civilian experts on the impact of initiatives and activities in their area of operation on gender roles in the country of deployment. This refers to the relations between men, women, girls and boys, and includes awareness of their particular needs. ZIF places great emphasis on promotion of gender equality that goes far beyond strengthening women's rights. It is crucial to have sources of gender roles (tradition, culture, religion) in mind when dealing with structural complexity in an attempt to change them. In this context, ZIF also addresses possible dilemmas between normative intervention (founded e.g. on human rights conventions) and local ownership as a principle of action.

### **Comprehensive Approach**

The effective cooperation of civilian, police and military actors in a peace process is eminently important for the successful implementation of mission mandates. This should include not only the cooperation at the practical level, but ideally already in the strategic and operational planning of measures, as well as in the preparation during training. Above all, effective cooperation requires a “comprehensive mindset” and an interest and willingness on all sides to learn about different mandates, cultures and aims of different actors. Civilian experts are best prepared to deal with their tasks when they are deeply familiar with the priorities and perspectives of different disciplines, and the impact these differences might have on decision-making processes, modes of action and activities of a mission. This includes the three “classic” groups of actors in a mission - civilian, police and military - as well as the perspective of development cooperation, humanitarian affairs and sustaining peace.

### **Methodological Approach**

Training is an essential part of the interaction between experts, ZIF, international organizations and their missions. To promote and further develop skills of the civilian experts in the framework of the competence model, two elements form the core for the methodological-didactic approach of ZIF-training: a collaborative **learner-centered approach** and the depiction of **mission reality** in training, for instance by using scenarios and realistic exercises. Active involvement and engagement of trainees is the focus, both in planning and delivery of training courses, all of which are designed as practical, tailored and close to the reality of peace missions. ZIF regularly invites national employees of international organizations (UN, EU, OSCE, AU) to their training courses and supports their participation. This is to strengthen the idea of cooperation and to develop a habit of working in tandem of international and national mission members already during training. In addition, all courses are open to international applicants and are held in English. ZIF-trainers have extensive mission experience and are well familiar with ZIF’s concept “Civilian Expert”.

### **Duty of Care and Self Care**

Overall, it is ZIF’s duty to prepare its experts for their deployment in peace operations in the best way possible. In addition to training and raising awareness for the competences and attitude mentioned above, a core task of ZIF is also to prepare experts in a way that they know how to take care of themselves and to avoid damage to their body and soul (**self-care**). This duty of care encompasses comprehensive preparation for deployment (including but not limited to training) as well as a broad structure of care during and after assignment.