

TRAINING FOR PEACE OPERATIONS

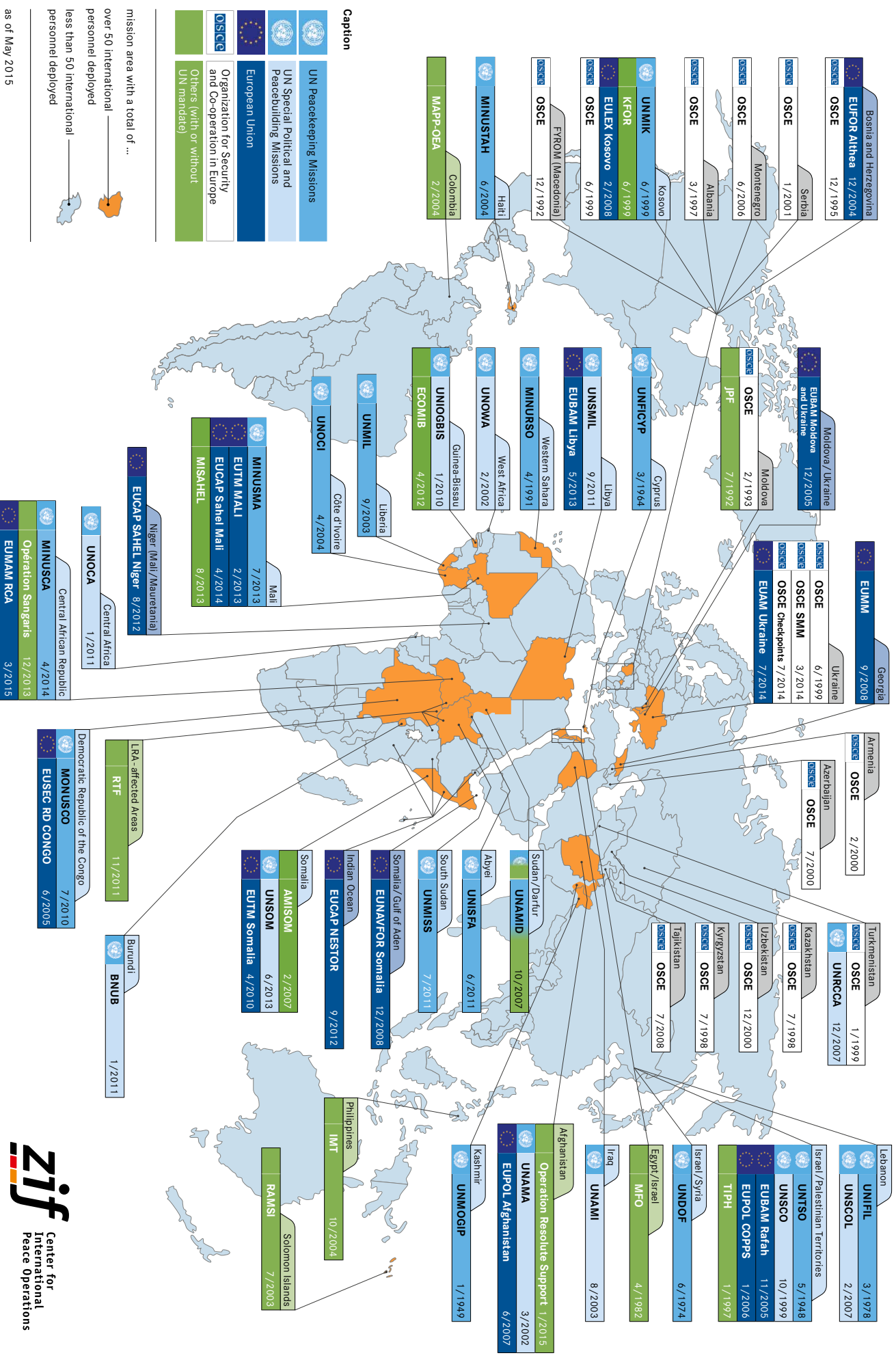
THE GERMAN CONTRIBUTION

2nd Edition | June 2015



Training Institutions and Courses

Peace Operations 2015



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Federal Police Academy
Police Academy of North Rhine-Westphalia
Baden-Württemberg State Police College
UN Training Centre of the German Armed Forces
Command and Staff College of the German Armed Forces
Deutsche Gesellschaft für Internationale Zusammenarbeit
Center for International Peace Operations

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The German Training Partner Platform

“Crises will tend to be the norm in the next 10 to 15 years.”¹

Conflicts in the world are becoming more complex. Their root causes range from access to political and economic resources to ethnic and at times religious identity to trading routes and access to natural resources. Growing complexity extends to the relations between actors in such conflicts as well. The emergence of so-called non-state actors, transnational terrorist groups for example, calls for a rethinking of the approach to international peace operations. The model of a conflict spiral has replaced the model of a conflict cycle with clear distinctions between crisis prevention, conflict management, peacekeeping, peacebuilding and post-conflict rehabilitation.

German foreign policy is based on the understanding that it is “more than just two extremes: either just talking or shooting, either futile diplomacy or Bundeswehr deployment abroad.”²

Since the late 1980s, German involvement in crisis management and peace operations has increased. In 1996, the Task Force International Police Missions (AG IPM) was created to coordinate deployment of German Police Officers to international peace operations. In 1999, the UN Training Centre of the Bundeswehr, the German Armed Forces, was founded, and in 2002, the Center for International Peace Operations (ZIF) was established to provide a structure in which civilian experts are identified and prepared for field assignments. With the increasing German engagement in international peace operations, training needs for German and international personnel in those operations have grown accordingly.

The increased complexity of the environment where peace operations are deployed has fostered the realisation that no single actor in a peace operation can resolve a crisis on its own. Coordination, cooperation and communication between all actors involved are crucial for a successful operation. Obviously, when civilian, police and military forces are deployed to the same theatre without substantial understanding of commonalities and differences, coordination, cooperation and communication can pose a challenge. Joint preparation of personnel to be deployed to peace operations is the method of choice, and the creation of Germany’s Comprehensive National Training Partner Platform (TPP) in 2008 was a logical consequence that acknowledged the need for joint preparation of peace operations with mutual benefit.

Germany's TPP consists of three police training centres (the Federal Police Academy, the Police Academy of North Rhine-Westphalia and the Police College of Baden-Württemberg), two training institutions of the Armed Forces (Command and Staff College and UN Training Centre) as well as two civilian organisations: ZIF and, since 2012, the Akademie für Internationale Zusammenarbeit (AIZ) of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

From the moment it was established, the TPP has been sharing trainers, trainees, and methodology. Its members have also jointly developed training courses while making full use of cross-sectoral competencies. The TPP also enjoys strong cooperation with other networks, thus making it a multiplier of good practices in other contexts, such as Europe's New Training Initiative for Civilian Crisis Management (ENTRi), European Union Police Services Training (EUPST), the International Association of Peacekeeping Training Centres (IAPTC) as well as the European Association of Peace Operations Training Centres (EAPTC).³

The aim of the platform is to further the goal of substantially improving coordination, cooperation and communication between military, civilian and developmental actors in the field. In doing so, it is making a key contribution to implementing the mandates of peace operations.

1 Germany's Foreign Minister Frank-Walter Steinmeier, while presenting the final report from the year-long project Review 2014 on 25 February 2015 (<http://www.review2014.de/en/topics.html>).

2 Ibid.

3 ENTRi - www.entriforccm.eu/; EUPST - <http://www.eupst.eu/>; IAPTC and EAPTC - <http://www.iaptc.org/>.

The German Training Partner Platform

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- 1 Federal Police Academy
- 2 Police Academy of North Rhine-Westphalia
- 3 Baden-Württemberg State Police College
- 4 UN Training Centre of the German Armed Forces
- 5 Command and Staff College of the German Armed Forces
- 6 Deutsche Gesellschaft für Internationale Zusammenarbeit
- 7 Center for International Peace Operations



1 German Federal Police Academy

Bernd Brämer
President of the Federal Police Academy

The German Federal Police Academy is the central training institution for vocational training, advanced training and specialised training for the Federal Police. The Federal Police Academy is comprised of the central premises in Lübeck, five training centres in different regions of Germany, two sports training centres and a management and team training centre in the south of Germany.

The responsibilities of the Federal Police Academy are the vocational training of police officers of all ranks, from patrol officers to senior command officers, as well as advanced and specialised training covering such areas as border policing/border management, railway police, aviation security, police technology and foreign assignments.

The Federal Police Academy cooperates closely with national and international partners in an exchange of information about police trainings in order to set and fulfil international standards, in particular European standards (e.g. Frontex Training).

An important field for international cooperation is the training for international police missions conducted by the Section for Foreign Police Missions and Languages of the Department of Police Training and Advanced Training. The section provides generic peacekeeping trainings, mission-specific pre-deployment trainings as well as other kinds of trainings that are vital to the preparation of police officers for international peacekeeping missions and bilateral projects abroad.

The trainings for international peace operations at the Federal Police Academy are not open only to police officers, but also to civilians and military staff. As a member of the TPP, the Federal Police Academy promotes the interagency approach and has established a permanent exchange of information with other agencies. This cooperation has proved to be very fruitful and, based on the good experiences gained, could serve as a blueprint for future cooperation in this field.

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› Generic Basic Peacekeeping Training (UN and ENTRi certified)

International police missions require careful preparation for the tasks that police officers will face abroad. This Generic Training, which is certified by the UN and ENTRi, is the classic “core course” for international peacekeeping operations. The two-week training course, which is conducted in English and is compulsory for every police officer who intends to join an international mission, aims at a general preparation for international assignments.

Participants gain in-depth knowledge of international organisations such as the EU, the UN and the OSCE, as well as of different mandates, concepts and strategies for crisis prevention and crisis management. Other topics include human rights, rule of law, code of conduct, cultural awareness, communication in an international environment, mine awareness, stress management, health care etc. During field exercises, the participants have to put their theoretical knowledge into practice. The course also helps participants deal with their personal situation prior to, during and after the mission. The course is open to international participants.

› Pre-Deployment Mission-Specific Trainings (e.g. for Afghanistan/Moldova/Ukraine)

Pre-Deployment Trainings focus on specific mission areas/countries. The standard duration is one week (e.g. EUBAM Moldova/Ukraine). The courses cover issues like intercultural competence, regional and cultural studies, political/economic/security situation, healthcare and other mission-specific topics.

The Pre-Deployment Training for Afghanistan, which lasts four weeks, focuses on the security situation in Afghanistan. In addition to the above-mentioned content, participants can learn how to handle mission-related command and control instruments and additional special police equipment. Behaviour in hostage and critical situations is covered, as is the topic of tactical medicine. Also included are a one-week training delivered by the German Armed Forces and an armoured vehicle driving course. The Mission-specific Pre-Deployment Training is conducted for German nationals, but could be offered as an international course in English if requested.



› Post-Mission Debriefing Course

Service abroad in international organisations, primarily in post-conflict regions, can often be quite challenging. Police officers face human tragedies under difficult working conditions, often in high-risk areas and far away from their families.

In order to recognise and appreciate their willingness to serve abroad as well as to review and evaluate physical and mental stress, Post-Mission Debriefing Courses are conducted.

The course explores possibilities of reintegration, and participants are given the opportunity to reflect on their assignment and also to evaluate the respective Pre-Deployment Training. The Post-Mission Debriefing Course is the official completion of the international assignment and mandatory for every German police officer. Without passing this course, reassignment in an international peacekeeping mission is impossible.



› Specialisation Course for Senior Leadership Personnel

The Specialisation Course for Senior Leadership Personnel is a supplement to the Generic Peacekeeping Training and the Mission-specific Pre-Deployment Training. Its aim is to provide senior police officers with the necessary knowledge in specific fields with regard to leadership and management in international police operations. The course deals with tasks and responsibilities of a contingent commander, disciplinary law and related measures (national and international), status of German contingents, interview training, mentoring, project management, and gender issues. Participants are also prepared for assessment boards.



➤ Specialisation Course Mentoring in Civilian Crisis Management

This one-week course was developed jointly with ZIF and the UN Training Centre of the German Armed Forces and is certified by ENTRi. 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 by a host nation.

It provides an understanding of the role of the mentor by clearly differentiating between the concepts of monitoring, mentoring and advising (MMA) and by familiarising participants with the basic principles and concepts of each. Particular emphasis is given to gaining the respect of local staff and counterparts as a precondition for mentoring activities. Moreover, participants are given the communication skills needed for working in an intercultural environment and for working with interpreters, tools for coping with resistance. They also receive an introduction to negotiation and mediation skills.

The course is open to international participants

➤ Specialisation Course Inter-Cultural Management and Behaviour

Against the background of increasingly complex and diverse contemporary conflicts with a wide range of involved parties, this course gives participants a broad understanding of the concepts of cultural difference and cultural interaction, which is necessary to work effectively with the wide range of local and international counterparts in contemporary peace operations.

This one-week training, developed by the Federal Police Academy, covers all relevant soft skills and confronts participants with typical cases of intercultural conflict. Special attention is given to the effects of cultural differences on staff management and leadership. Participants are familiarised with the challenges of working in multicultural environments and teams as well as working in international assignments e.g. with the UN, the EU, and the OSCE.

The course is open to international participants.





2 Police Academy of North Rhine-Westphalia

Achim Raupach
Head of Department

Since 1995 the Department for International Police Missions of the State Bureau for Training, Education and Personnel of the North Rhine-Westphalian Police in Brühl has been preparing police officers of the federal police service and the state police services for deployment to their international police missions.

Since 2005 the trainings have catered increasingly to international participants – mainly police officers from Belgium, Luxembourg, the Netherlands and Switzerland. More than 12,000 participants have attended Generic Basic Training Courses, Mission-specific Pre-Deployment Trainings and Post-Mission Debriefing Courses. In addition, the department also offers project management courses.

The department has responsibility for the Pre-Deployment Trainings for staff destined for Kosovo, Georgia, Sudan, South Sudan and Mali.

In 2010 the Department for International Police Missions received recognition from the United Nations, which was followed by ENTRi certification in 2012. In 2014 the department's certification by the United Nations was renewed.

For a number of years we have been cooperating with our partners in the TTP with a focus on building mutual understanding and enabling joint realisation of training projects. With our qualified staff, we strive to deliver high-quality trainings for national and international participants.

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› Generic Basic Peacekeeping Training

International police missions require careful preparation for the tasks that police officers will face abroad. The Department for International Police Missions of the State Bureau for Training, Education and Personnel of the North Rhine-Westphalian Police in Brühl provides such a thorough pre-deployment preparation in the form of a Basic Generic Training, which is compulsory for every police officer who intends to join an international mission.

Since 1994, the Department for International Police Missions has prepared more than 3,800 participants in more than 175 training cycles. Among these are participants from Germany, the Netherlands, Belgium, Luxembourg, Switzerland and Japan.

The Generic Basic Training meets international standards and has been certified by the United Nations and the ENTRi. This two-week training course is conducted in English. Participants gain an in-depth knowledge of the role of the UN and the EU. Other topics include mine awareness, stress management, first aid, combatting sexual exploitation and abuse, mediation, physical training and family matters.

The course is open to international participants.



➤ Pre-Deployment Mission-Specific Training (e.g. for Kosovo; Georgia; Sudan; South Sudan; Mali)

While the Generic Basic Training provides the essentials for all mission members, the Department for International Police Missions provides additional mandatory mission-specific training measures in compliance with UN and EU standards.

These one-week courses convey detailed knowledge about the current political or military developments as well as background information on the mission itself. Furthermore, the course covers topics such as regional facts, the structure and design of the mission, disciplinary law, health and hygiene issues, and provides support with logistics and legal formalities.

Since 1994 the Department for International Police Missions has prepared more than 3,680 participants in 197 mission-specific training courses. The Department for International Police Missions prepares German applicants for missions in Kosovo, Sudan, South Sudan, Georgia and Mali.

This Mission-specific Pre-Deployment Training is generally conducted for German nationals, but can also be offered as an international course upon request.



➤ Post-Mission Debriefing Course

Service abroad for international organisations, primarily in post-conflict regions, is often quite challenging. Police officers face human tragedies under difficult working conditions, often in high-risk regions and far away from their families.

In order to recognise and appreciate their willingness to serve abroad as well as to review and evaluate physical and mental stress, post-mission debriefing courses are conducted.

The course shows possibilities of reintegration, and participants are given the possibility to reflect on their assignment and also to evaluate the respective pre-deployment training.

The Post-Mission Debriefing Course serves as the official completion of the international assignment and is mandatory for every German police officer. Without passing this course, reassignment to an International Peacekeeping Mission is impossible.



➤ Specialisation Course for Senior Leadership Personnel

This course caters to senior level officers who aspire to a management position within a mission. It is complementary to the Generic Basic Training Course.

Since 1994, the Department for International Police Missions has prepared more than 90 senior-level police officers.

The three-day Senior Officers' Module complies with UN and EU standards and provides detailed preparation for taking on the position of a Contingent Commander. Particular attention is paid to legal and disciplinary matters.

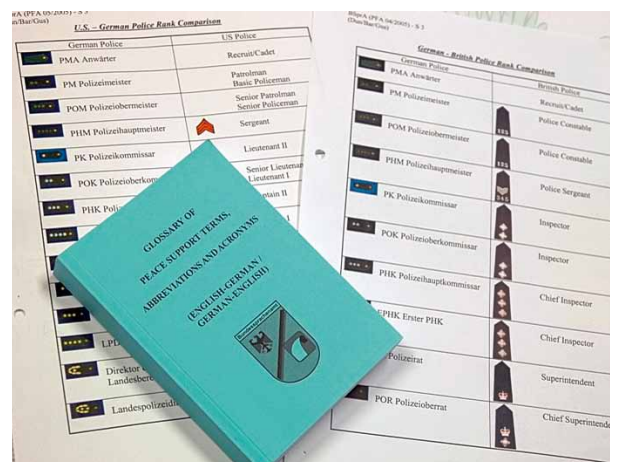
➤ Specialisation Course English

Being part of an international operation involves the necessity to be able to communicate across language barriers. This is particularly important for police officers who at all times must be able to convey vital information to their international counterparts. In most international missions, the working language is English.

We offer English courses for non-native speakers. We aim at providing an environment in which participants feel at ease and are encouraged to improve their command of the English language. It is our goal to enable police officers who have not spoken English for a while to gain both the knowledge and the confidence to accurately convey messages in that language.

The five-day course is designed specifically for police officers and realistically addresses everyday communication requirements in mission areas.

The course is open to international participants.



› Specialisation Course French

Particularly in African theatres of operation, French language skills are of crucial importance. The ability to communicate in French with the local population as well as with local and international police staff can be a key factor in establishing one's reputation, building credibility and achieving objectives.

To give German police officers the skills they need in meeting that demand, we offer customised, target group-specific French language training courses. During the five-day programme, participants are introduced to police-related vocabulary as well as to basic and intermediate level use of the French language.

The course is open to international participants.

› Specialisation Course Project Management

Over the years, working in mission theatres has become ever more complex. Numerous factors need to be taken into consideration, while approaches to dealing with plans and objectives have been modified and modernised. However, no standardised solution to the pressing problems of conducting complex projects in mission areas has been introduced.

In order to fill this gap and to provide a uniform and straightforward method to meet the standards of contemporary mission requirements, we offer a project management course that caters to these needs.

Our concept, while based on approved project management methods, offers an easy-to-learn framework based on the essentials that are needed to accomplish tasks and to work on projects in a mission environment.

During this five-day course, participants will learn from scratch, in a step-by-step procedure, how to manage a project effectively and efficiently.

The course is open to international participants.



3 Baden-Württemberg State Police College

Since its inception in 2000, the Baden-Württemberg State Police College, and particularly its Department for Foreign Assignments, have conducted a large number of courses and events on various facets of peace support operations.

The main emphasis is on Generic Basic Training (UN and ENTRi certified), on Pre-Deployment Trainings (mission-specific), on Post-Mission Debriefing Courses and on the Specialisation Course for Senior Leadership Personnel (see page 8 and 9).

At present, the Department for Foreign Assignments is responsible for the Mission-specific Pre-Deployment Trainings for the United Nations Mission in Liberia (UNMIL), the European Union Missions in the occupied Palestinian Territories (EUPOL COPPS and EUBAM Rafah), and the one at the Horn of Africa (EUCAP NESTOR).

Furthermore, together with our partners in the TPP, we have developed and conducted an international training course on Women, Peace and Security. This topic constitutes an additional focus of our work.

As a UN-recognised training centre, we apply modern principles of adult education (active learning approach). The cooperation and coordination within the TPP is essential to our work. The TPP combines the different professional backgrounds and widens the perspective, resulting in a tangible synergy effect.

Wolfgang Eble
Deputy Chief Constable
Head of the Baden-Württemberg State
Police College

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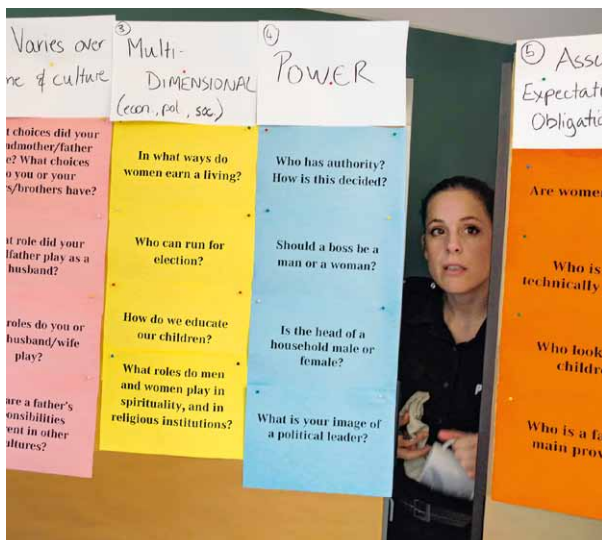


➤ Specialisation Course Women, Peace and Security

Modern armed conflicts have one thing in common: Civilians are the ones who suffer most. Among civilians, it is women and children who are most affected by violence. The trauma they suffer inhibits the reconstruction process, as they play a pivotal role in building confidence with the international community, in rule of law and in democracy.

The United Nations and the European Union have therefore adapted their peace operations strategically and operationally to include a gender perspective. Member States are encouraged to contribute to this process and to provide their seconded personnel with relevant preparation on this topic.

The Baden-Württemberg State Police College, in cooperation with ZIF, the Police Academy Brühl and the UN Training Centre of the German Armed Forces, provide a one-week course on Women, Peace and Security which includes the definition of gender concepts, the legal framework and the different roles of military, civilian and police components as they relate to gender issues. This is not a course on feminism, but rather a course on human rights, security and the effectiveness of peacekeeping operations. The roles and status of women in different societies are discussed, as are the impact of vulnerability and security concerns affecting women, men, girls and boys during and after a conflict, including sexual and gender-based violence. The course strengthens the abilities of the participants to implement a gender perspective in their mission work at all levels.





4 UN Training Centre of the German Armed Forces

The United Nations Training Centre of the German Armed Forces in Hammelburg is the leading competence centre for pre-deployment training in Germany. From its initial function of providing training support for the UN Operation in Somalia (UNOSOM) in the early 1990s, it has evolved into a multi-disciplinary joint and comprehensive training centre that is dedicated to the improvement and further development of German and international mission pre-deployment trainings.

Since 1999, the UN Training Centre has been acting as an independent joint training institution, providing training for German mission contingents, UN military observers and police, as well as providing situational awareness training for civilian agencies and non-governmental organisations, and Hostile Environment Awareness Training (HEAT) for EU personnel.

Each year, more than 12,000 soldiers, police and civilian personnel attend courses at the UN Training Centre. The Centre is continuously improving and enhancing its capability profile and, as part of an increasingly networked security policy, is contributing to national and partnership-driven security provision.

Additionally, the UN Training Centre is a focal point in the development of force protection standards and international training harmonisation for peace support operations, both nationally and internationally in the context of NATO, EU and UN.

We are glad to be a part of the Training Partner Platform, thereby enhancing the closely coordinated cooperation between military, police and civilian personnel.

Colonel Michael Uhrig
*Commander UN Training Centre
of the German Armed Forces*

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➤ United Nations Military Expert on Mission – MEoM

For several years now, the UN Training Centre has been successfully training future military experts on mission collaboration with training institutions in Austria, Switzerland and the Netherlands. The core of this training is the certified United Nations Military Expert on Mission (MEoM) course conducted for and by German and international soldiers alike.

The aim of the course is the individual preparation of German and international officers for classical military observer missions as well as for modern multi-dimensional, robust peacekeeping missions. The course is derived from and follows the UN standardised training modules (CPTM and STM) that describe the roles and functions of experts on mission. The main focus lies on practical individual and team training, which culminates in a six-day practical final exercise embedded in a realistic scenario.

The nature of multi-dimensional peacekeeping operations today presents new challenges that affect all of its components. To meet the requirements of modern peacekeeping operations and help soldiers develop an understanding of roles and functions of various organisations in the mission area and to learn how to integrate them into their own operations, the UN Training Centre now invites representatives from various organisations, including the German Federal Police, GIZ and ZIF, to participate as advising contributors during the final one-week exercise. This collaboration will help create more realistic scenarios and enable the exchange of cooperation between role players, instructors and students, thereby achieving a mutual benefit.



➤ Hostile Environment Awareness Training – HEAT

In line with training standards of the UN, the EU and the OSCE, security modules form an integral part of training courses attended by Mercator, ZIF, GIZ, EADS, Thales, EU staff and journalists. These five-day courses are being held at the UN Training Centre in Hammelburg and specifically target civilian experts who are about to be deployed or are already in mission.

The course contents are individually adapted to meet the specific training requirements of the organisation attending the course. As a rule, among other they cover mine awareness, unexploded ordnance (UXO), improvised explosive devices (IEDs), use of maps, compasses, GPS, radio communications, behaviour in high-risk situations, protective measures against and recognition of various types of weapons and ammunitions, checkpoints, ambushes, hostage taking and stress management.



➤ Police Pre-Deployment Training

Together with the European Union Police Mission in Afghanistan (EUPOL), the German State and the Federal Police Forces provide a vital contribution to the sustainable development of Afghan police structures. Prior to their deployment, police forces attend various training courses that prepare them for missions in crisis regions.

Part of this training is conducted at the UN Training Centre. During a one-week course, participants receive instruction on proper behaviour and protection in case of ambush or threat by IEDs, handling of military firearms and stress prevention and management.

The aim of this training is the enhanced survivability of police forces given the increased risk factors in Afghanistan, and the enabling of effective and efficient assistance in the development of Afghan security structures.





5 Command and Staff College of the German Armed Forces

Major General Achim Lidsba
*Commander of the Command and Staff
 College of the German Armed Forces
 (Hamburg)*

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The Command and Staff College of the German Armed Forces conducts a variety of courses, all of which aim at improving the ability of German Armed Forces officers to successfully work in staff positions and as commanding officers in the Forces' units.

Since it came into existence, international exchange and networking have played an important role in the German Armed Forces. Consequently, we use a number of courses to train German officers together with officers from around the world. NATO partners send their officers to participate in the National General Staff Course. Many other nations send their officers to participate in our one-year International General Staff Course. Quite a number of our modules are open to international participation.

One such module is the UN DPKO ITS certified United Nations Staff Officer Course. Three times a year, officers from around the world are prepared to effectively contribute to UN peacekeeping operations at mission level. Consequently, we take great efforts to ensure that our trainers have experience in UN operations and know the United Nations from the inside. This enables us to provide valuable first-hand impressions, which constitutes an indispensable ingredient of successful training.

In order to cope with the diverse sources of crises, the so-called "integrated approach" has become an integral part of UN missions. We pursue this concept not only by teaching the theory, but also by teaching military officers as well as German Police officers and civilians from different fields of expertise. To further build on the intensity of that experience, we take them through a one-week map exercise in which students can only excel if they are able to cooperate and make the best use of synergies.

› United Nations Staff Officer Course (UNSOC)

The UN DPKO ITS certified United Nations Staff Officer Course (UNSOC) is conducted by the Command and Staff College of the German Armed Forces in order to prepare staff officers at the planning level for UN assignments. To reflect the integrated nature of UN peace operations, a limited number of slots are made available to ZIF pool members, police officers and other civilian representatives.

The course duration is three weeks and includes a challenging one-week map exercise (MAPEX) in which participants simulate a Mission Headquarters during the start-up phase, with the aim of developing a comprehensive mission plan.

An equivalent course is incorporated into the training programme of the National General Staff Course and into the course that the German Armed Forces Command and Staff College conducts for international participants from non-NATO Member-States.

› United Nations Mission Administration and Field Support (UN MA&FS)

This course was developed jointly by the Command and Staff College of the German Armed Forces and ZIF and complements the UNSOC training at the operational level.

The underlying concept of this course is the understanding that efficient mission administration and support is essential for successful mission implementation. Without proper support, mission structures in the field collapse and resources are wasted trying to improvise with makeshift solutions. This training aims to provide participants



with in-depth knowledge and the skills needed to plan, set up and run small- and large-scale UN peacekeeping missions with the respective structures and operating procedures.

In addition, the two-week course aims to create a common management culture among future mission members who come from different professional, organisational and cultural backgrounds, and also aims to create a sense of common identity and purpose for peace support operations.

> Operational Planning Course

This course provides the fundamentals of the Operational Planning Process for military operations at the operational level of NATO- or EU-led operations. It aims to train staff officers, who form part of a Joint Operations Planning Group of Joint Headquarters, in the practical application of relevant planning procedures. At the same time, it also gives valuable insight to participants from other sectors who are likely to cooperate or coordinate with military actors in the course of conflict resolution.

The participants of this two-week course will learn how to apply the Operational Planning Process to complex and potentially violent conflict situations. It is a problem-solving process that is applied to ill-structured problems in uncertain and dynamic environments that require a comprehensive approach. Essentially, it is a practical, flexible tool that is formatted to make sense out of confusion and enable the development of a coherent plan for military action. A key planning element in the process is a thorough conflict analysis including an analysis of the root causes of the conflict and taking into account political, economic and social aspects. Within this context, this course will help to determine the military contribution to peace operations as a complementary element.





6 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

The Akademie für Internationale Zusammenarbeit (AIZ) is the professional development arm of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Our aim is to promote the acquisition of core skills in the field of international development by providing effective human resources training. For us, this role means making both a contribution and a commitment to future global development.

We help to shape the current debate on adult learning, internationalisation and the development of both organisations and their human resources. In our training courses we apply state-of-the-art methodology. We know what skills are needed in order to establish successful partnerships in different countries in a range of international development scenarios. We place great emphasis on the provision of high-quality, authoritative and sustainable training.

Through our training, consulting and networking services, our course participants will learn how to make a realistic assessment of their role in the context of international development work and learn how to improve their skills on an ongoing basis together with their partners.

Our programmes are available to anyone interested in international human resource development. Prices are available on request. GIZ facilities are available as course implementation locations. Moreover, we can organise our courses to take place at any location you desire. E-learning courses are also available and offer individual learning using the Internet.

The AIZ's Customer Portal will gladly inform you about the whole programme, www.giz.de/akademie. Email: kundenportal-aiz@giz.de.

Mr Bernd Krewer
Head of Department AIZ / Bad Honnef

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giz Deutsche Gesellschaft
für Internationale
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› Country Analysis

AIZ provides in-depth country analysis for more than 130 countries. Tailored to participants' individual needs and experience, the courses cover such topics as relevant historical, political, economic, ecological, social and (inter-) cultural aspects in the destination country. The participants gain knowledge about country-specific characteristics with respect to cultural features, relevant groups of people (e.g. social and ethnic groups, classes, political decision-makers, etc), communication patterns and behavioural conventions within work and everyday settings. In particular, the participants will be sensitised to possible areas of conflict between cultural, social and political circumstances in the host country, and to personal objectives. By joining the course, participants will acquire knowledge and the necessary competencies to ensure their ability to design both their private life as well as the cooperation with partners in the mission country on an appropriate and intercultural basis.

By means of a diversified method mix (interactive learning discussions, inputs, case studies, etc.), qualified country experts provide a self-reflective learning environment in small groups of a maximum of six people. Furthermore, all participants have the opportunity to deepen their learning experience in AIZ's award-winning learning landscape – its multimedia centre for information, teaching and learning. There they will also find Germany's largest inventory of country-specific, regional intercultural information material. During self-study periods, the participants may be supported by regional learning advisors. Additional information on about 80 countries is available on our online platform www.liportal.de.

The two-day course is offered for experts and managers working in the field of international cooperation in Germany or abroad, as well as for their accompanying partners. As a rule, the course takes place in Bad Honnef near Bonn, but it can be organised on an individual basis at any date and any location. Common course languages other than German are available on request.



› Training Course Competencies for Afghanistan

International experts who have decided to work in Afghanistan face an exciting and challenging environment that is highly diverse in terms of culture, society and the overall political situation. The training course Competencies for Afghanistan aims at providing professional preparation and support to participants for their Afghanistan mission.

The training course focuses on the following topics: Afghanistan today: politics, culture and society; intercultural management: change of perspective for working in and leading a team; conflict management; cooperating with partners; Afghanistan's development agenda and the German contribution; risks and fragility as a challenge: project, risk and knowledge management in Afghanistan; anti-corruption; everyday life in a post-war society.

By attending the training that is tailored to the Afghan context, participants will expand their competencies in several ways. They will gain an overview of relevant structures, processes and stakeholders in Afghanistan. Particular emphasis will be placed on developing effective instruments and methods to support Afghan partners in reaching defined sustainable changes, but also on risk assessment for a careful programme design. Furthermore, participants will be prepared for sensitive intercultural cooperation with local partners and national colleagues. Within the training they will be encouraged to reflect on their opportunities, but also on their own limits and those of the partners in the context of a fragile state.

The training course takes place in the AIZ in Bad Honnef. During the nine days, a trainer crew with extensive Afghanistan expertise will provide the participants with useful information, case studies and simulations gained from recent experience in the field. By creating an interactive learning setting, they will be encouraged to reflect on their own competencies and to exchange experiences with their fellow participants. The participants will also profit from practicing specific methods and instruments within the training.

› Civil and Military Interaction: Peacebuilding in Fragile Contexts, Challenges for Inter-ministerial Cooperation

The overall aim of this two-and-a-half day course is to enable participants to make a more effective contribution to inter-ministerial cooperation. It deals with interfaces between the departments of international conflict management as well as peacebuilding in fragile contexts at inter-ministerial level.

The course offers participants an in-depth understanding of these interfaces and of interaction between the various components of peacebuilding in order to enable them to define their own roles within this context. By introducing the key terminology and problem areas of peacebuilding in fragile contexts, the course thereby provides an overview of the principles, guidelines, roles, instruments and working cultures surrounding the components of peacebuilding.

Following this introduction, the starting points and approaches will be analysed from the perspective of individual components. With reference to the planning and coordination scenarios of German contributions, the issues of the cross-divisional vote and interface management will be discussed in detail.

The methodology of this course is participatory and includes presentations, panel discussions, case studies, interactive conversations on theory, moderated group work, group discussions and handouts.

This course takes place in Germany once a year in cooperation with the Command and Staff College of the German Armed Forces.



› Intensive Language Courses

AIZ offers intensive language courses for common European languages as well as over 70 additional languages. All classes are taught by native speakers with a focus on typical situations of everyday professional life in the host country and on the participant's job as expert and/or manager in the field of international cooperation. The contents of the lessons are defined in accordance with specific learning needs and the individual language skill level.

In addition to the practical approach of language acquisition in terms of dialogues, role-plays and diverse communicative exercises during the classes, AIZ offers a variety of supplemental learning tools: All participants are invited to make use of individual language consulting services as well as self-study options in the learning landscape of AIZ and cross-language workshops on intercultural communication topics.

The participants benefit not only from acquiring or enhancing their foreign language skills, but will also develop specific communication strategies. They will be prepared for their expected communicative tasks in their host countries. Based on an extensive repertoire of verbal communication skills in realistic situations, participants will gain awareness of the different language conventions required for international communication.

On request, the course can be organised to take place at any time and at any location, for a duration of one to four weeks. To guarantee each participant's individual learning success, the group size will not exceed six persons.



7 Center for International Peace Operations

Dr Almut Wieland-Karimi
Director

The Center for International Peace Operations (ZIF) was established in 2002 in close cooperation between the Federal Government of Germany and the Bundestag to strengthen German civilian capacities for international peace operations. ZIF has become a crucial actor in the implementation of Germany's civilian crisis prevention strategy. ZIF has conducted over 200 training courses for more than 4,000 participants. Moreover, as part of our comprehensive training approach, we have realised numerous joint training activities (courses and exercises) in the framework of the TPP.

Currently, ZIF operates a roster of roughly 1,300 experts eligible for deployment to peace operations and election observation missions. Most of the ZIF experts are seconded to the OSCE and to the EU. Approximately 4,000 ZIF election observers have participated in Election Observation Missions of the OSCE/ODIHR and the EU as short- or long-term observers.

ZIF strives to apply state-of-the-art methodology in its training courses. Accordingly, ZIF intends to make more and better use of the skills and the experience of some of its experts. To this end, experts are being trained as trainers. In its efforts to connect experts with other stakeholders in a community of peers, ZIF focuses on mirroring mission reality as far as possible already during training. Such a community of peers provides opportunities for networking, shared learning, and the creation of a practice-based community. A key element in developing this community lies in inviting and supporting national staff from UN, EU and OSCE field operations to take part in ZIF training courses.

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› Core Course Peace Operations

While all ZIF training courses are open to national and international participants, the Core Course is obligatory for all German nationals who intend to join the ZIF expert pool. Those interested in joining the ZIF pool usually do not yet know when or where they will be deployed. For this reason, ZIF has developed an ENTRi-certified curriculum covering a wide range of topics relevant to all types of peace operations.

The course provides an overview of the historical development of peace operations and the role of various actors, such as the UN, the OSCE and the EU. Furthermore, it gives insight into the structures and specific functional units of peace operations, mandates and lessons learned.

Soft skills covered in the course include intercultural communication, negotiation and mediation techniques, working with interpreters, stress management, local ownership and gender awareness. All modules seek to promote a reflective approach with regard to the complex issues of civilian crisis prevention and management.

The Core Course puts particular emphasis on security training. Close cooperation with several national police academies and the German Armed Forces is critical in this regard. In fact, one part of the course is held 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, as well as behaviour at checkpoints and in complex risk situations. ZIF is committed to continuously adapting the curriculum to the ever-changing challenges faced by experts in the field.



› Election Observation Trainings

ZIF is one of few institutions in the world offering training courses for international election observation missions of the EU and OSCE. Election observation courses for short-term (STOs) and long-term observers (LTOs) have been part of our training portfolio from the very beginning. The course curricula were developed in cooperation with the OSCE/ODIHR and the NEEDS/EODS Project, and comply with OSCE and EU standards.

As national focal point for the deployment of election observers to the OSCE and EU, ZIF has trained and provided almost 4,000 election observers – more than any other EU Member State – of which over 3,000 were deployed as STOs and approximately 1,000 as LTOs.

› In-Mission Trainings

For the first time in 2011, ZIF, together with the German Federal Police Academy, conducted in-mission training courses on Mentoring and Interviewing Techniques. To date, seven of these courses have been carried out, four of them for EUPOL Afghanistan, one for EUMM in Georgia, one for EULEX Kosovo and one for EUPOL COPPS in the occupied Palestinian Territories. More than 140 participants of 25 nationalities were trained. Additionally, upon the request of the OSCE Project Coordinator in Uzbekistan, a course on Gender Perspective in Policing was carried out in Tashkent in cooperation with the State Police College Baden-Württemberg.



› The Comprehensive Approach in Multi-Dimensional Peace Operations (CAMPO)

This course is a joint product of the Command and Staff College of the German Armed Forces and ZIF. The aim of the course is to foster mutual understanding of the challenges encountered in devising a comprehensive approach in international peace operations.

It exposes participants to the different approaches applied by each sector (military, police, and civilianas well as humanitarian and development aid actors) and stresses the necessary complementariness of efforts to achieve sustainable conflict resolution. Information sharing, communication and pragmatic interaction between the above-mentioned actors are preconditions for successful cooperation.

Participants work together on the three phases of the preparation of a multi-dimensional peace operation: i) conflict analysis, ii) planning at operational level, and iii) implementing the mission plan. Participants familiarize themselves with the divergence between the planning at strategic political decision-making level and the implementation of these decisions by the five sectors on the ground. The idea is to develop a common understanding and to identify individual measures to allow for joint and comprehensive efforts where this approach benefits all, while fully acknowledging the necessary difference in approaches by the five sectors.



› ENTRi – Europe’s New Training Initiative for Civilian Crisis Management

Since 2011, ZIF has been managing the ENTRi project (Europe’s New Training Initiative for Civilian Crisis Management, www.entriforccm.eu). The project is funded by the European Commission and is comprised of 14 European training institutions. The training consortium addresses current and future training needs by providing high quality capacity-building products. In doing so, it is committed to quality control and application of state-of-the-art evaluation methodologies, and certifies that courses held by organisations are run according to internationally recognised training standards. The hands-on *In Control* handbook (<http://www.entriforccm.eu/106>) is also a product of ENTRi. It assists people in preparing their deployment to crisis areas and in familiarising themselves with concepts, mandates and mission reality. The second edition has been printed and content will be made available for smart phone users as a mobile application.

By the end of 2015, a total of 61 courses will have been conducted under ENTRi worldwide, with more than 1,300 participants from more than 70 countries taking part. Types of courses include pre-deployment trainings (Georgia, Kosovo, Afghanistan, Libya, Sahel, South Sudan and Horn of Africa) and specialisation courses (Training of Trainers, Rule of Law, Human Rights, Mission Administration and Support, Conflict Analysis & Conflict Sensitivity, Mediation & Negotiation, Women in Armed Conflict, Hostile Environment Awareness Training, Mentoring & Advising, Security Sector Reform, Leadership as well as Gender and Child Protection). Courses are free of charge for participants, held flexibly in different locations as needed, and are run in English and French.

ENTRi is a successor project of the so-called European Group on Training (EGT), a consortium of European training institutions created in 2002. Within the EGT framework, training curricula and standards were developed and over one hundred courses conducted.



The German Training Partner Platform

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