



SPECIALIZATION COURSE ON MENTORING IN CIVILIAN CRISIS MANAGEMENT

5 – 9 November 2012 - ZIF, Berlin

DRAFT COURSE PROGRAMME

ZIF – Zentrum für Internationale Friedenseinsätze
Ludwigkirchplatz 3-4
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DAY 1				
(start before lunch)				
SUBJECT	LECTURER	METHOD	MODULE	LEARNING OBJECTIVES
Welcome & Introduction of Participants and Training Staff 1 module	ZIF	Presentation, group work	Opening of the Course	<ul style="list-style-type: none"> - Official course opening including course overview - Welcome address and Information about ZIF - Introduction of course participants - Find out the expectations of participants - Administrative matters
The development of mentoring as a concept in Peace Operations 1 module	ZIF	Presentation and discussion	Mentoring in Peace Operations	<ul style="list-style-type: none"> - Increasing awareness of dilemmas of complex international peacekeeping mandates - Wider knowledge of potential instruments and settings in which mentoring processes will take place in peace operations - Understanding of how mentoring has come about as an approach in peace operations through the different developments on UN Missions (1st - 4th generation)
The difference between approaches used in peace operations 1 module	ZIF	Presentation, group work, and discussion	Clarifying Definitions	<ul style="list-style-type: none"> - Participants will know the difference between various approaches used by the civilians, military and police in peace operations. - Terms to define: Mentoring, Monitoring, Advising, Partnering, Coaching
Overview of some general aspects and things to consider in a mentoring process 1 module	ZIF	Presentation, group work, and discussion	General Aspects of Mentoring	<ul style="list-style-type: none"> - General assumptions/content - Increased awareness of dilemmas of mentoring in peace operations - Wider knowledge of potential opportunities and obstacles regarding mentoring in the field - Reflection in the role of the mentor, the mentee, and the context in a mentoring process

DAY 2				
Communication Skills 2 modules	Pol/Civ/Mil	Interactive exercises, presentation	Communication Toolbox, Part I and Part II	<ul style="list-style-type: none"> - Participants will understand different communication strategies that can be applied during the mentoring process (active listening, giving/receiving feedback, nonverbal communication) - Participants reflect on their communication habits and practice 're-sending' their message (4 sides of a message) - Participants will learn things to consider when communicating in an inter-cultural environment
Experience report from a mentor in the field 1 module or 2 modules	Police, civilian or military mentor with field experience	Presentation, discussion	Mentoring in the Field - Perspective from the Police / Military / Justice Sector, etc.	<ul style="list-style-type: none"> - Participants hear first-hand about the challenges and successes of mentoring in the context of a peace operation - Participants are encouraged to share their experience in mentoring - Lessons learned and issues to focus on when mentoring are discussed
Communicating and mentoring when interpretation is needed 1 module	ZIF	Presentation, discussion	Communication with Interpreters	<ul style="list-style-type: none"> - Participants will know about the different types of interpretation, principles of interpretation and discuss the role of the interpreter - Challenges in interpretation caused by the mentor, interpreter and the overall context of a peace operation are analysed - General rules of behaviour when working with and communicating through interpreters - Preparing and debriefing an interpreter before and after a meeting - Positioning the interpreter during a meeting: advantages and disadvantages of different scenarios

Day 3				
Introduction and overview of negotiation theory 2 modules	Training Consultant	Presentation, discussion, and role play	Introduction to Negotiation Part I and II	<ul style="list-style-type: none"> - Participants understand the difference between interest-based and position-based negotiation (win-win situation) - Preparation for and design of a negotiation process - Developing options for the results of a negotiation - Analysing Alternatives (BATNA - Best Alternative to a Negotiated Agreement) - How can negotiation be helpful in a mentoring process?
Strategies to use when as a mentor facing resistance from the mentee 3 modules	Training Consultant / ZIF / Police / Military	Presentation, group work & roleplay	Coping with Resistance	<ul style="list-style-type: none"> - General reasons for the resistance and opposition to change (organisational): cognitive functional binding, cognitive dissonance, fear of losing one's freedom, etc. - Identifying symptoms for resistance: behavioural changes and changes in attitude towards the mentor (passive and active) - Developing strategies of dealing with resistance in the mentoring relationship: communication, de-escalation techniques, building trust
Day 4				
Practicing all the different strategies (communication, negotiation, etc.) discussed in the training 3 modules	Training Consultant / ZIF / Police / Military / Role Players	Role plays and facilitated discussion	Bringing it all together: Mentoring in Practice	<ul style="list-style-type: none"> - Practical training of knowledge gained in situations with an interpreter (it is important to use a role player and an interpreter from a foreign country for the role play to be authentic) - Practice of giving/receiving feedback during the debriefing sessions

Day 5				
Reasons why mentoring programs are integrated into a mission 1 module	Military / Police / Civilian (ZIF)	Presentation / facilitated discussion	Coordinating a Mentoring Program – a Mission Perspective	<ul style="list-style-type: none"> - Participants gain knowledge of how mentoring programs are integrated into a mission. - Aspects of the mentoring process that are important from the mission's perspective - Challenges of mentoring and the mission mandate
Strategies how mentoring can increase local ownership 1 module	Training Consultant / ZIF	Presentation / facilitated discussion	Local Ownership in Mentoring	<ul style="list-style-type: none"> - Participants gain an understanding of the concept of local ownership - Different strategies applied in mentoring to foster local ownership - Lessons learned from different missions
How to best document the mentoring process and create an effective handover 1 module	Military / Police / Civilian (ZIF)	Presentation, group work	Reporting & Handover	<ul style="list-style-type: none"> - Importance of documentation for evaluation, demonstration of progress, identifying areas where extra support is needed - Different options for how to document the mentoring process - Developing an effective handover – essential information to be included
Closing Session 1 module	Military / Police / Civilian (ZIF)	Facilitated discussion	Closing	<ul style="list-style-type: none"> - Evaluation and Feedback - Hand-over of Certificates & course documents (presentations, additional readings & information, course photos, etc.)