Title of the Action:
Training of Civilian Experts for international civilian crisis management and stabilisation-type missions – ENTRi-II

Number of the Action:
IFS-RRM 2013/314-980
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1. Description

1.1 Name of Coordinator of the grant contract:
Berliner Zentrum für Internationale Friedenseinsätze gGmbH
Ludwigkirchplatz 3-4
10719 Berlin
Deutschland

1.2 Name and title of the Contact Person:
Dr. Almut Wieland-Karimi, Director

1.3 Name of Beneficiary (ies) and affiliated entity(ies) in the Action:
Austrian Study Center for Peace and Conflict Resolution (ASPR), Austria
Centre for European Perspective (CEP), Slovenia
Crisis Management Centre (CMC), Finland
Danish Emergency Management Agency (DEMA), Denmark
École National d’Administration (ENA), France
Swiss Expert Pool in civilian peacebuilding (SEP)
Folke Bernadotte Academy (FBA), Sweden
International Alert (Alert), United Kingdom
Ministry of Interior International Training Centre (MoI ITC), Hungary
Netherlands Institute of International Relations (Clingendael), Netherlands
Royal Institute for International Relations (Egmont), Belgium
Scuola Superiore Sant’Anna (SSSUP), Italy
Stabilisation Unit (SU), United Kingdom

1.4 Title of the Action:
Training of Civilian Experts for international civilian crisis management and stabilisation-type missions – ENTRi-II

1.5 Contract number:
IFS-RRM 2013/314-980

1.6 Start date and end date of the Action:
01 April 2013 to 31 May 2016

1.7 Target countries and regions:
The project focuses on crisis management and stabilisation missions and flexibly addresses all missions and personnel involved in crisis management worldwide.
1.8 Final beneficiaries & target groups:

From crisis affected populations

Final beneficiaries are the affected populations of those countries experiencing a crisis to which personnel trained under this action will be deployed. They benefit from increased professional conduct of crisis personnel who work on the effective implementation of programmes and mandates.

Civilian experts

The target groups of the project are civilian experts who are contracted or seconded and work in crisis management and stabilisation missions worldwide. Such missions include those of the European Union’s Common Security and Defence Policy (CSDP), the United Nations (UN), missions of the Organisation for Security and Co-operation in Europe (OSCE), the African Union (AU) and others.

Governments and crisis management missions

Governments nominating civilians for positions in international organisations benefit from ENTRi, since Member States hold a national responsibility to prepare seconded staff before deployment. ENTRi capacity-building and learning initiatives fill a gap, since sending secondees to a tailor-made course abroad can be more cost effective than organising a course for a few people at home. However, ENTRi courses cannot, and will not, replace national training initiatives.

Crisis management missions substantially benefit from ENTRi, since their staff members are better prepared through standardised training and through access to learning material.

Other beneficiaries

These include local authorities, staff members of Non-Governmental Organisations (NGOs), contracted and national mission staff, policy researchers working in the context of crisis management.

1.9 Countries in which the activities take place:

Activities took place close to where applicants were working to facilitate their participation, such as in Uganda and Mali, as well as in home countries of ENTRi partners. ENTRi events took place in Austria, Belgium, Ethiopia, Finland, France, Germany, Italy, Kosovo, Mali, Netherlands, Slovenia, Sweden, Uganda and the United Kingdom.
2. **Assessment of implementation of Action activities**

2.1 **Executive summary of the Action**

ENTRi II successfully implemented 44 courses during its second project phase, training 994 participants of over 80 different nationalities and representatives of various European and international organisations. ENTRi also ran two Training of Trainers pilot courses with additional 33 participants. ENTRi effectively built the capacities of personnel who will work, or are already working in civilian crisis management missions outside the EU, whether these are missions of the European Union (EU), the United Nations (UN), the Organisation for Security and Co-operation in Europe (OSCE), or the African Union (AU). Course delivery was conducted by teams of trainers from ENTRi partners, mostly in cooperation with each other and with always one partner organisation in the lead. During its second year, ENTRi II focused on the implementation of in-country courses in Uganda, Ethiopia, Kosovo and Mali, the organisation of Training of Trainers (TOT) courses in Slovenia and Kosovo, the certification of new courses, and the professionalisation of the evaluation mechanisms.

The ENTRi brand has become popular and well-known, which resulted in ever increasing applications to ENTRi courses. Over 5,100 people have signed up to the ENTRi database to register for courses. The ENTRi *In Control* handbook has become so popular, that a Second Edition with double the amount of copies (5,000) has been printed, and a third edition edited. A version in French has also been produced to service missions in French speaking environments.

Furthermore, the certification process to harmonise course learning objectives, didactics and course content has received much attention. The reporting period saw the certification and subsequent monitoring of 30 courses from ENTRi partners and external training bodies. Hence, a training quality standard has been put in place.

Representatives of EU Member States were informed about the activities of ENTRi in meetings of the European External Action Service (EEAS) and the Committee for Civilian Aspects of Crisis Management (CIVCOM), and were offered the opportunity to nominate participants to ENTRi courses. Crisis management missions also nominated candidates.

To capture feedback and measure impact of ENTRi, a variety of complementary mechanisms has been used. Evaluations were conducted on the last day of each course, in addition to which electronic 6-month post course evaluations were drawn-up, and ‘In-and-Out tests’ introduced.

Participants of past ENTRi courses were asked if the training facilitated their increased efficiency and effectiveness when returning back to work. The subjective response of course participants was positive, as was informal feedback that we received.

Below you see a map illustrating the location of crisis management missions where ENTRi beneficiaries work:
2.2 Results and Activities

The activities and results were as follows:

**R1: ENTRi Training Delivery and Certification:** International and national civilian experts gain and apply critical knowledge and skills from ENTRi training courses, which have been developed, certified, and implemented by the ENTRi partners.

During the whole duration of ENTRi II, 994 individuals of over 80 nationalities have attended 44 ENTRi courses. 326 participated in 15 pre-deployment training courses, whilst the remaining 668 participants received training in 29 specialisation courses.

Course participants were selected centrally by the ENTRi coordination team. A clear set of criteria was used and a point system developed to ensure a fair and transparent selection procedure. Special attention has been put on linking training and recruitment to ensure that the people trained would be those actually going to the field, getting the gender balance right, and guarantee the fair distribution and selection of participants across various international organisations and professional backgrounds.

The distribution of nationalities was as follows:
ENTRi courses were also open to police officers and members of the armed forces, though representatives of the latter had to pay for their own accommodation. Mixing backgrounds has been perceived as very beneficial by course participants.

Status of participants from 01/04/2013 to 31/05/2016

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>17,71%</td>
<td>4.83%</td>
</tr>
<tr>
<td>Military</td>
<td>2.41%</td>
<td>0.22%</td>
</tr>
<tr>
<td>Civilian</td>
<td>32.64%</td>
<td>42.19%</td>
</tr>
</tbody>
</table>
The numbers of police officers attending ENTRi courses had risen sharply since the first phase of ENTRi. 221 out of 994 participants had a police background, 28 came from the armed forces.

To ensure a good balance of participants, gender balance was taken into consideration during the selection process. However, we became aware that when linking training to recruitment, we had to prioritise the status of recruitment over the gender aspect, since it would not have made sense to ensure a gender balance if, for instance, more men were recruited worldwide. This is where recruitment and training need to be coordinated and a close link to international organisations' human resources department becomes vital. The ENTRi Secretariat made a huge effort to ensure this link with the Civilian Planning and Conduct Capability (CPCC) unit of the European External Action Service in particular.

ENTRi was also asked to ensure participation in courses of affiliates of different international organisations. The ENTRi Secretariat took this into consideration during the selection process.
1.1 Civilian Experts register for ENTRi training courses (applications for at least 80% of up to 25 seats in the course). (R1)

Most ENTRi courses had a very high number of applicants, 83 on average, which comes down to almost four applicants per available space in a course.

1.2 ENTRi course attendees participate actively during the training courses. (R1)

The training methodology used by ENTRi partners was to ensure top of the notch adult-learning methodology, which, by nature, is interactive and promotes participation. Trainers had to involve all participants during practical exercises. However, the way participants were getting involved depended significantly on their own initiative and mood. This was even more valid for the Training of Trainers courses piloted by ENTRi. New elements and exercises from experiential learning approaches were tested and incorporated in various courses that followed.

It was not foreseen to assess trainees’ individual performance in the ENTRi context. Assessment of EU member states’ personnel by a third party would require specially skilled and trained personnel on the part of the training institutions as well as the political buy-in from EU member states. However, newly introduced In-and Out-tests enabled the training providers to check whether knowledge was indeed obtained during the course of training. These tests were conducted anonymously (see below for more details).

1.3 ENTRi course attendees’ feedback on knowledge and skills gained during the course. (R1)

Categories and types of training evaluations
ENTRi consortium partners are actively trying to positively influence future behaviour and performance of its course participants. Hence, effective evaluation needed to be multifaceted to identify aspects of the training that required adjustment. It is useful to work on different levels of evaluation. Four such levels can be distinguished (Kirkpatrick, 1979): Reaction, learning, behaviour and results. In order to guarantee a systematic and comprehensive assessment of the training programme and its impact, ENTRi conducted different types of evaluations which corresponded to the four levels mentioned: An In-and Out-test, an end-of-course evaluation, a 6-months post-course evaluation and, finally, a Training Impact Evaluation Mission (TIEM).

### Focus of the different levels of evaluation

The focus of each evaluation gradually moved from looking at the individual participant to the training courses and finally to the working environment of trainees.

<table>
<thead>
<tr>
<th>Evaluation Type</th>
<th>Description</th>
<th>Level of Evaluation</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>In- and Out-Test</td>
<td>• Participants had to participate in two tests, one before, and one after the ENTRi training course. The focus of the test was not on the individual performance of the respective trainee, but rather on the understanding of the amount of acquired learning.</td>
<td>Learning</td>
<td>• Identification of principles, facts and techniques that were understood and absorbed by the participants (cognitive skills, knowledge).</td>
</tr>
</tbody>
</table>
| Course Evaluation     | • 1) Course evaluation sheets for trainees: Focus lied on how participants perceived the different trainers and modules (content and methodology), the overall organisation of the course (incl. logistics) and the facilities.  
                          2) Course organisers were obliged to ask lecturers on how they perceived the training and were asked to note such feedback in the course director’s report.  
                          3) Peer review by implementing partner organisation.  
                          4) Course directors’ report.                                                                                                                      | Reaction            | • General estimate of a particular course’s success based upon the views of the participants  
                                                                                                                                                     |                     | • Addresses the trainers’ behaviour and the participants’ experience  
                                                                                                                                                     |                     | • Reflects participants’ opinions (“customer satisfaction”)  
                                                                                                                                                     |                     | • Measure of feelings, not of actual learning                                                                                                       |
| 6-Months-Post Course  | • The questionnaire served to assess to what degree participants were able to apply the skills acquired in                                                                                                 | Behaviour           | • Estimation of training related transfer of                                                                                                                                                    |
| Evaluation            |                                                                                                                                                                                                             |                     |                                                                                                                                                                                                     |
the training courses, once back at work. The following aspects were focused on: the ability to integrate quickly into the mission environment, the ability to become agents of change within their organisation, the ability to enable former participants to better contribute to the implementation of the respective mission mandate.

<table>
<thead>
<tr>
<th>Training Impact Evaluation Mission (TIEM)</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Through qualitative interviews TIEMs analysed the impact ENTRi pre-deployment and specialisation trainings had on 1.) capacity building, i.e. knowledge, skills, attitude, networks 2.) the use of newly acquired skills by the individual in a mission 3.) the impact of the individual using the skills built by ENTRi to their performance and implementing the mission mandate.</td>
<td>• An assessment of impact of training-related behavioural change on the organisation the trainee was working in.</td>
</tr>
</tbody>
</table>

**In- and Out-test**

To measure knowledge and skills that participants obtain during training, ENTRi partner institutions introduced a system of In- and Out-tests as one of the tools for the evaluation of training courses delivered under ENTRi (M 3). For all ENTRi courses run from January 2014 onwards, it was envisaged for course organisers to conduct In- and Out-tests.

In- and Out-tests were useful on several levels:
- The In-test, conducted before the start of a training or right at the beginning of it, gave trainers an overview of the level of knowledge of participants.
- This test let participants self-evaluate their level of knowledge before and after the course.
- Course organisers could check whether they had been able to bring across the desired learning objectives.
- It made it possible to see where a course has contributed most to increase the level of knowledge of the participants.

Guidelines detailing the typology and set-up of the tests were developed and then adopted by the ENTRi working group on evaluation. These guidelines aimed at supporting course organisers in fulfilling their obligation and to guarantee a harmonised and standardised approach.

The In-test required specific knowledge of the course subject, whereas the Out-test contained specific questions which related to the topics discussed during the respective course. The tests were anonymous; however, they allowed course organisers to compare the results of the same participant in the In- and Out-test respectively. Please refer to the Annex for a sample test.

**Course evaluations**


All ENTRi training courses were evaluated by the participants in an end-of-course evaluation. The quality of the training course and the achievement of learning objectives were evaluated by the implementing organisation and to a lesser degree in a peer review by the ENTRi partner organisation working together on the implementation (documented in the narrative report-final course report of the course organiser).

6-months post-course evaluation

Six months after having completed an ENTRi course, former participants received a link per email to an anonymous online survey. The aim of the survey was to generate feedback on the relevance of the courses' content with regard to the participant's working environment and duties in mission.

563 out of 994 former trainees responded, which is a response rate of 57%. 66% of all former trainees who answered the survey worked in a mission after attending an ENTRi course:

These former trainees worked in over 50 different missions ranging from EU to UN and OSCE field operations across the world (with the largest proportion being EU missions such as EUMM Georgia, EULEX Kosovo and EUCAP Sahel Mali and EUPOL Afghanistan). 57% assessed the overall quality of the course as being “very good” (a further 39% as “good”). 89% of former trainees who answered the survey stated that the ENTRi course facilitated their general professional development. However, almost 66% stated that there was no official follow up to their training in the missions (such as briefing colleagues or supervisors).

Making the best use of the experience of the ENTRi project, the Center for International Peace Operations recently introduced a similar 6-months post-course evaluation for its own non-ENTRi courses.

Training Impact Evaluation Missions (TIEM)

To measure impact of ENTRi training on participants and their working environment, the ENTRi consortium implemented two Training Impact Evaluation Missions (TIEMs) in
different countries/regions or thematic areas. The first TIEM was about Libya, the second one about ENTRi-certified Hostile Environment Awareness Trainings (HEAT). On each TIEM, an ENTRi consortium partner, one member of the ENTRi Secretariat, and an external consultant were engaged, who conducted extensive research over several weeks and evaluated numerous (semi-structured) interviews with course participants and mission staff members.

The HEAT TIEM, for example, covered a Training Impact Evaluation (TIE) for two specific ENTRi HEAT courses and touched on the ENTRi certification process. Data was not only gathered through semi-structured interviews, but also through a desk review and online surveys, which had a very satisfactory response rate of 40%. The qualitative data was triangulated by looking for the same information from different people, using a template for interview questions. Triangulation was also possible by comparing data gathered from different sources. The HEAT and Libya TIEM reports can be found in the Annex.

Training Impact Evaluation Missions provided ENTRi with the opportunity to identify impact in the form of changes in attitude and quality of work (level four evaluation according to the Kirkpatrick model).

**ENTRi Evaluation Strategy**

To streamline the comprehensive evaluation approach under ENTRi, partners were tasked with the development of a common evaluation strategy (A. 4.1 and 4.2), which was finalised by the working group on evaluation (headed by CEP, Slovenia). This evaluation strategy was applied to all training efforts offered under the ENTRi umbrella.

It is important to note that the evaluation activities mentioned in the strategy constituted a mutually agreed basis for all training courses carried out by partners. Each ENTRi partner could add further evaluation tools or carry out additional evaluations if deemed necessary.

It would have been unrealistic to expect that all levels of evaluation according to Kirkpatrick were fully achieved within ENTRi. The advances of the ENTRi partners into levels three (behaviour) and four (results) should rather be seen as having made a contribution to these evaluation realms in order to jointly explore ways to develop training evaluation efforts further. ENTRi's overall task is to increase the effectiveness and efficiency of staff working in crisis management missions. It is almost impossible to measure return on investment, when not in charge of such missions and when considering the changing landscape in which our beneficiaries work, as well as the high number of different organisations and missions they work in ENTRi was going to great lengths to measure the measurable and to add feedback to that information to form a picture on usefulness and success of its activities. (See Final Report of Working Group in Annex)

**1.4 Former course participants report that they applied the knowledge that they gained through the courses.** *(R1)*

Knowledge was applied by some course participants more than others. ENTRi collected statements of individuals as part of the survey that was sent to past participants six months after completion of a course. Further evidence on this was also collated during semi-structured interviews by our external evaluator. The full external evaluation report can be found in the Annex.
1.5 Line managers / human resources departments in field missions report that former course participants applied the knowledge that they gained through the courses. (R1)

Evidence for this could be collected during the external evaluation done by a consultant as part of the Training Impact Evaluation Missions (detailed reports to be found in the Annex).

Activities to R.1

A1.1 Delivery of around 16 pre-deployment training courses with the target of 90% of the personnel trained being deployed to missions within 6 months after participation in the training and development of feedback/assessment methodology.

Pre-Deployment (PD) Courses

Partners conducted 15 pre-deployment courses. Eleven of those courses were conducted with a focus on a specific country, particularly the Ukraine, Sahel, Libya, Afghanistan and Georgia, and four on Hostile Environment Awareness Training (HEAT).

The aim of the country-specific courses was to provide participants with relevant information about the respective country of deployment. They focussed on building a common understanding among future mission members on topics such as the countries’ current political situation, living and working conditions, the legal framework of the mission, and the some aspects of the country’s history and culture. Standard course concepts had been developed as part of the ENTRi certification process and could be accessed on the ENTRi homepage by anyone interested. Five additional PD courses had been planned, scheduled and prepared, but could not be implemented due to reasons outlined in the ‘challenges’ section of this document.

Our six-months post course survey (filled in by 57% of participants) revealed that within six months after the course, 73% of the personnel trained were either working in a mission, or had already completed their mission.

The scheduling of courses was done in close cooperation with CPCC and seconding units of EU Member States. However, the fact that they are not mandatory to attend and are very specific on the country of deployment made it rather difficult to fill them with the right people at the right time.

HEAT courses served as a type of pre-deployment course, since HEAT is considered something that should be done before deployment to stay safe on mission.
<table>
<thead>
<tr>
<th>COURSE TITLE</th>
<th>LEAD ORGANISATION</th>
<th>PARTNER</th>
<th>LOCATION</th>
<th>DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Deployment Libya</td>
<td>SSSUP</td>
<td>ZIF, Egmont</td>
<td>Italy</td>
<td>8-11 April 2013</td>
</tr>
<tr>
<td>Hostile Environment Awareness Training (HEAT)</td>
<td>CMC</td>
<td>FBA, CFP</td>
<td>Finland</td>
<td>19-23 Aug 2013</td>
</tr>
<tr>
<td>Pre-Deployment Georgia</td>
<td>FBA</td>
<td>NIIB Clingendael</td>
<td>Sweden</td>
<td>26-30 Aug 2013</td>
</tr>
<tr>
<td>Pre-Deployment Kosovo</td>
<td>CEP</td>
<td>FBA, SSSUP</td>
<td>Slovenia</td>
<td>9-13 Sep 2013</td>
</tr>
<tr>
<td>Pre-Deployment Libya</td>
<td>SSSUP</td>
<td>CMC</td>
<td>Italy</td>
<td>16-19 Jan 2014</td>
</tr>
<tr>
<td>Pre-Deployment Afghanistan</td>
<td>NIIB Clingendael</td>
<td></td>
<td>Netherlands</td>
<td>27-30 Jan 2014</td>
</tr>
<tr>
<td>HEAT (in French)</td>
<td>ENA</td>
<td>Egmont</td>
<td>France</td>
<td>23-27 June 2014</td>
</tr>
<tr>
<td>Pre-Deployment Georgia</td>
<td>FBA</td>
<td>CMC</td>
<td>Sweden</td>
<td>26-29 Aug 2014</td>
</tr>
<tr>
<td>Pre-Deployment Ukraine</td>
<td>SSSUP</td>
<td>CMC</td>
<td>Italy</td>
<td>22-25 Sep 2014</td>
</tr>
<tr>
<td>Pre-Deployment Mali</td>
<td>NIIB Clingendael</td>
<td>Egmont</td>
<td>Netherlands</td>
<td>10-14 Nov 2014</td>
</tr>
<tr>
<td>Pre-Deployment Afghanistan</td>
<td>CMG</td>
<td>CEP</td>
<td>Finland</td>
<td>30 Nov - 04 Dec 2014</td>
</tr>
<tr>
<td>Pre-Deployment Kosovo</td>
<td>SSSUP</td>
<td>CEP</td>
<td>Italy</td>
<td>TBA</td>
</tr>
<tr>
<td>Pre-Deployment Libya</td>
<td>SSSUP</td>
<td>CMG</td>
<td>Italy</td>
<td>TBA</td>
</tr>
<tr>
<td>Pre-Deployment Sahel</td>
<td>Clingendael</td>
<td>Egmont</td>
<td>Belgium</td>
<td>04-07 May 2015</td>
</tr>
<tr>
<td>Pre-Deployment Georgia</td>
<td>FBA</td>
<td>CEP</td>
<td>Sweden</td>
<td>24-28 Aug 2015</td>
</tr>
<tr>
<td>HEAT</td>
<td>CEP</td>
<td>FBA</td>
<td>Slovenia</td>
<td>19-23 Oct 2015</td>
</tr>
<tr>
<td>HEAT</td>
<td>DEMA</td>
<td>CMC</td>
<td>Finland</td>
<td>30 Oct - 4 Nov 2015</td>
</tr>
<tr>
<td>Pre-Deployment Ukraine</td>
<td>CMG</td>
<td></td>
<td>Finland</td>
<td>2-5 Nov 2015</td>
</tr>
<tr>
<td>Pre-Deployment Sahel</td>
<td>Egmont</td>
<td>Clingendael</td>
<td>Belgium</td>
<td>14-17 Dec 2015</td>
</tr>
</tbody>
</table>

The crossed-out courses appear in the table, since they incurred costs, but had to be moved or cancelled due to issues explained above.

Selection of participants to courses:

ENTRi selected participants to specialisation and pre-deployment courses centrally in a structured and transparent manner. Each applicant had to register on the ENTRi database, had to fill in a form about past and current work experience and leave a motivation statement outlining the specific relevance of the ENTRi course to his/her work in a mission.

To ensure fairness, the ENTRi coordination team created a point system which it used to prioritise certain applications over others. This point system took into account gender, nominations by seconding agencies, current and future likelihood of being deployed in a mission and applications of national staff. Candidates who had not yet attended an ENTRi training course got preferential treatment in the selection process over those who had already attended a course. This did not apply in cases of pre-deployment courses, where applicants had been selected for a mission already and the necessity for attending the course was not in doubt. To confirm eligibility of EU applicants, the ENTRi Secretariat was in frequent exchange with the CPCC Head of Human Resources.
The above graph only includes information gathered via the application forms received from past participants before starting their course. According to this, the vast majority of course participants were either already deployed or on their way into a mission at the time of the course. According to the 6-months post-course evaluation, which 57% of past participants completed, 66% of former course participants have been deployed to a mission or are currently working in one.

The actual figure of past participants working in a mission was much higher.

In the graph below, you can find a summary of responses of participants’ perceptions of what they had learned in the PD course.
The intensive pre-deployment training course for Libya was targeted at experts contracted, seconded or expected to be deployed to missions conducted by the EU, UN and other international organisations in Libya. The course aimed at fostering common knowledge about Libya among participants and at providing participants with specific knowledge for their specific mission. The course tried to help participants prepare to adapt their expertise to the conditions of the mission environment. It also aimed at creating a common background for core team members of the EU mission to support border management in Libya, which facilitated integration and coherence of the mission. To this end, it was crucial for participants to have a general understanding of EU crisis management concepts and
structures. An additional goal was to bring together participants from different international organisations working in Libya, such as the UN and the EU, with a view to building mutual understanding of their respective activities and foster good cooperation on the ground. These overall objectives were achieved by building a common understanding among prospective mission members about Libya’s history and distinctive political and cultural features; international and EU presence in Libya: background, key actors and coordination mechanisms; main challenges of operating in Libya for international missions and their personnel; and practical issues related to field activities (e.g. code of conduct, watchkeeping capability, risk assessment and duty of care).

By focusing on mission-specific and function-specific issues, the course aimed at equipping the trainees with the essential knowledge and information necessary to be active mission and team members and to operate smoothly in the respective area of assignment.

Title: HEAT – Hostile Environment Awareness Training
Training centre: Crisis Management Center (Helsinki, Finland)
Partners: FBA, CFP
Number of participants: 25 (6 female and 19 male)
Length of course: 6 days
Date: 18 August – 23 August 2013

The Hostile Environment Awareness Training (HEAT) was an intensive five-day course aimed at training professionals to deal effectively with high-risk and emergency situations while deployed in hostile environments abroad.

The training was about improving participants’ understanding of the minimum behavioural field requirements when working as a team member of an international field operation, regardless of their nationality or professional background.

The course was designed to:

- Improve participants’ knowledge of various threats in hostile field environments and to learn how to deal with them in an effective manner;
- Rehearse and practice safety and security procedures according to specific threats;
- Develop individual skills to deal with different stressful situations;
- Develop group dynamics to deal with multiple stressful situations.

Title: Pre-Deployment Course Georgia
Training centre: Folke Bernadotte Academy (Sandö, Sweden)
Partners: NIB Clingendael
Number of participants: 25 (7 female, 18 male)
Length of course: 5 days
Date: 26 August – 30 August 2013

The 5-day pre-deployment training course was addressing experts selected to be deployed to international missions in Georgia. The course provided the selected mission members with a preparatory orientation prior to the deployment by focusing on the following themes:

- Georgia’s history, culture and current political situation;
- International presence in Georgia: key actors and coordination systems;
- Specific skills such as monitoring and reporting needed in the missions;
Practical matters related to living and working in Georgia.

By focusing on country-specific and function-specific issues, the course aimed at equipping participants with essential knowledge and information, enabling them to become active team members and to operate smoothly in their respective area of assignment. The course provided an opportunity to get first-hand information on Georgia and network with future mission colleagues.

Title: Pre-Deployment Course Kosovo  
Training centre: Centre for European Perspective (Loka pri Mengšu, Slovenia)  
Partners: FBA, SSSUP  
Number of participants: 22 (3 female, 19 male)  
Length of course: 5 days  
Date: 9 – 13 September 2013  

The 5-day pre-deployment training course addressed experts selected to be deployed to missions conducted by the EU, the OSCE or the UN in Kosovo. The course aimed at fostering a common level of knowledge and to creating similar expectations among mission members, which in turn facilitates the integration and coherence of the missions. The course built a common understanding among future mission members of:

- The EU crisis management system;  
- Kosovo’s history and distinct political and cultural features;  
- International presence in Kosovo: background, key actors and coordination systems;  
- Practical field-related issues.  

The course was organised in a highly interactive manner with two round tables, role playing, simulation, and several case studies in which participants were able to acquire new knowledge and skills. The added value of the training was first-hand information on Kosovo as well as networking possibilities, which supported participants’ future work in mission.

Title: Pre-Deployment Course Libya  
Training centre: Scuola Superiore Sant’ Anna (Pisa, Italy)  
Partner: CMC  
Number of participants: 26 (6 female, 20 male)  
Length of course: 5 days  
Date: 16 – 19 January 2014  

See above.

Pre-Deployment Course Afghanistan
Training centre: Clingendael, Netherlands  
Number of participants: 20 (7 female, 13 male)  
Length of course: 4 days  
Date: 27 – 30 January 2014

The course aimed at fostering basic knowledge on Afghanistan and facilitate integration and coherence of the missions in Afghanistan.
The course consisted of four elements:

- The first day looked at the context and environment. Topics such as the role of civilian crisis management in Afghanistan and cultural awareness were discussed;
- The second day introduced the history to the conflict and looked at various organisations' missions and mandates in Afghanistan. There was a particular focus on law enforcement, work in the justice and police sectors;
- During the third day, course participants discussed and practiced soft skills needed in many civilian crisis management missions, namely mentoring, advising and training;
- The last day of the course dealt with the most common physical and psychological health issues present in Afghanistan.

Title: **HEAT – Hostile Environment Awareness Training (in French)**
Training centre: *École Nationale d’Administration (ENA)*, France
Partner: Egmont
Number of participants: **23** (6 female, 17 male)
Length of course: **5 days**
Date: **23 – 27 June 2014**

See above.

Title: **Pre-Deployment Course Georgia**
Training centre: *Folke Bernadotte Academy (Sandö, Sweden)*
Partner: CMC
Number of participants: **23** (7 female, 16 male)
Length of course: **5 days**
Date: **26 – 29 August 2014**

See above.
Title: Pre-Deployment Course Ukraine  
Training centre: Scuola Superiore Sant' Anna (SSSUP)  
Partner: CMC  
Number of participants: 17 (1 female, 16 male)  
Length of course: 4 days  
Date: 22 – 25 September 2014

This intensive pre-deployment training course was addressed to experts selected to be deployed to the Ukraine. It aimed at teaching basic knowledge about the Ukraine and to facilitate their speedy integration into the respective missions. This was achieved specifically by building an understanding among future mission members of Ukraine’s history and distinctive political and cultural features.

The course was structured around 4 modules.

**Module 1** - Context setting: Ukraine’s history and distinctive legal, political and cultural features.

**Module 2** - International and EU presence in Ukraine: background, key actors and coordination mechanisms.

**Module 3** - Main challenges of operating in Ukraine for international missions and their personnel.

**Module 4** - Practical issues related to field activities (e.g. code of conduct, watch-keeping capability, risk assessment and duty of care).

By focusing on mission-specific and function-specific issues, the course aimed at equipping trainees with the essential knowledge and information necessary to be active mission and team members and to operate smoothly in the respective area of assignment.

It aimed at fostering a common knowledge about Ukraine among participants and at providing participants with specific knowledge for their specific mission in order to operationalise and adapt their expertise to the conditions of the mission environment, including the activities carried out by other international organisations.

Title: Pre-Deployment Course Mali  
Training centre: Clingendael, Netherlands  
Partner: Egmont  
Number of participants: 20 (4 female, 15 male)  
Length of course: 4 days  
Date: 10 – 14 November 2014

The 4-day training focused on the conflict and recent socio-political developments in Mali and the Sahel, the operations and instruments of the UN, the EU, bilateral partners, and NGOs, as well as intercultural and communication skills.

After this pre-deployment training, participants were able to:

- Interpret current developments in the context of the socio-political and historical background of Mali;
- Identify the different mandates and resources of donors and organisations active in Mali;
- Employ skills of mentoring, advising, training and negotiating.

Title: Pre-Deployment Course Sahel  
Training centre: Egmont Institute (Belgium) and Clingendael (Netherlands)  
Number of participants: 31 (8 female, 23 male)  
Length of course: 4 days  
Date: 04 - 07 May 2015  

The pre-deployment training course addressed incoming staff of international missions in Mali and Niger, such as UN Offices, EU training missions, EUCAP capacity-building, EUSR Offices, and/or Embassies. The selected mission members focused on the following themes:
- Interpret current developments in the context of the socio-political and historical background of the Sahel region;
- Identify the different mandates and resources of donors and organisations active in Mali and Niger;
- Employ skills of mentoring, advising, training, and negotiating.

Title: Pre-Deployment Course Georgia  
Training centre: Folke Bernadotte Academy, Sweden  
Partner: CEP  
Number of participants: 16 (5 female, 11 male)  
Length of course: 5 days  
Date: 24 - 28 August 2015  

See above.

Title: HEAT – Hostile Environment Awareness Training  
Training centre: CEP, Slovenia  
Partner: FBA  
Number of participants: 19 (6 female, 13 male)  
Length of course: 5 days  
Date: 19 – 23 October 2015
See above.

Title: HEAT – Hostile Environment Awareness Training
Training centre: DEMA
Partner: FBA
Number of participants: 20 (5 female, 15 male)
Length of course: 6 days
Date: 30 October - 4 November 2015

See above.

Title: Pre-Deployment Course Sahel
Training centre: Egmont Institute
Partner: NIIB Clingendael
Number of participants: 17 (8 female, 9 male)
Length of course: 4 days
Date: 14 – 17 December 2015

See above.

A1.2. Delivery of around 22 specialisation training courses to be defined and agreed upon for civilian experts available for crisis management missions, with the target of 75% of the personnel trained being deployed to international crisis management missions within 6 months after participation in the training and development of feedback/assessment methodology. (R1)

<table>
<thead>
<tr>
<th>Specialisation Courses</th>
<th>Implementer</th>
<th>Partner</th>
<th>Location</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Human Rights</td>
<td>SSSUP</td>
<td>San Remo, OHCHR</td>
<td>Italy</td>
<td>4-12 July 2013</td>
</tr>
<tr>
<td>2 Rule of Law</td>
<td>ENA</td>
<td>FBA, ZIF</td>
<td>France</td>
<td>14-17 Oct 2013</td>
</tr>
<tr>
<td>3 Mediation &amp; Negotiation</td>
<td>NIIB Clingendael</td>
<td>ENA, Alert, ZIF</td>
<td>Netherlands</td>
<td>28-31 Oct 2013</td>
</tr>
<tr>
<td>4 Conflict Analysis and Conflict Sensitivity</td>
<td>Alert</td>
<td>CEP</td>
<td>UK</td>
<td>4-7 Nov 2013</td>
</tr>
<tr>
<td>5 Mentoring in Civilian Crisis Management Missions</td>
<td>ZIF</td>
<td>CEP, ENA</td>
<td>Germany</td>
<td>4-8 Nov 2013</td>
</tr>
<tr>
<td>6 New Media: Tools &amp; Techniques for Crisis Managers</td>
<td>ZIF</td>
<td>ICT4P</td>
<td>Germany</td>
<td>16-21 March 2014</td>
</tr>
<tr>
<td>7 Mission Administration &amp; Support</td>
<td>CEP</td>
<td>ZIF</td>
<td>Belgium</td>
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</tr>
<tr>
<td>8 Democratisation &amp; Good Governance</td>
<td>ENA</td>
<td>SEP, EMP</td>
<td>Mali</td>
<td>12-15 May 2014</td>
</tr>
<tr>
<td>9 Mentoring in Civilian Crisis Management</td>
<td>ZIF</td>
<td>FBA</td>
<td>Germany</td>
<td>18-23 May 2014</td>
</tr>
<tr>
<td>10 Conflict Analysis &amp; Conflict Sensitivity</td>
<td>Alert</td>
<td>NIIB Clingendael</td>
<td>United Kingdom</td>
<td>9-13 June 2014</td>
</tr>
<tr>
<td>11 Human Rights</td>
<td>SSSUP</td>
<td>ASPR</td>
<td>Italy</td>
<td>3-11 July 2014</td>
</tr>
<tr>
<td>12 Rule of Law</td>
<td>ENA</td>
<td>FBA</td>
<td>France</td>
<td>20-23 Oct 2014</td>
</tr>
<tr>
<td>No.</td>
<td>Course Name</td>
<td>Provider 1</td>
<td>Provider 2</td>
<td>Country</td>
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</tr>
<tr>
<td>13</td>
<td>Gender Advisers</td>
<td>FBA</td>
<td>CMC</td>
<td>Sweden</td>
</tr>
<tr>
<td>14</td>
<td>In-Country Child Protection Advisers</td>
<td>ASPR</td>
<td>DPKO</td>
<td>Uganda</td>
</tr>
<tr>
<td>15</td>
<td>Mediation &amp; Negotiation</td>
<td>NIIB Clingendael</td>
<td>ZIF</td>
<td>Netherlands</td>
</tr>
<tr>
<td></td>
<td>Training of Trainers (by invitation only)</td>
<td>CMC</td>
<td>OCHA, CEP</td>
<td>Slovenia</td>
</tr>
<tr>
<td>16</td>
<td>Child Protection, Promotion &amp; Response</td>
<td>ASPR</td>
<td>EEAS / DPKO</td>
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</tr>
<tr>
<td></td>
<td>Training of Trainers (by invitation only)</td>
<td>ZIF</td>
<td>EULEX</td>
<td>Kosovo</td>
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<tr>
<td></td>
<td>Empowering local staff in international organisations</td>
<td>CMG</td>
<td>ZIF</td>
<td>Ukraine</td>
</tr>
<tr>
<td>17</td>
<td>Empowering local staff in international organisations</td>
<td>CEP</td>
<td>SSSUP</td>
<td>Kosovo</td>
</tr>
<tr>
<td>18</td>
<td>In-Country: Democratisation &amp; Good Governance</td>
<td>ENA</td>
<td>EMP/SEP</td>
<td>Mali</td>
</tr>
<tr>
<td>19</td>
<td>New Media: Tools &amp; Techniques for Civilian Crisis Management</td>
<td>ZIF</td>
<td>CEP/ICT4Peace</td>
<td>Germany</td>
</tr>
<tr>
<td>20</td>
<td>Conflict Analysis &amp; Conflict Sensitivity</td>
<td>Alert</td>
<td>ZIF</td>
<td>UK</td>
</tr>
<tr>
<td>21</td>
<td>Human Rights</td>
<td>SSSUP</td>
<td>CMC</td>
<td>Italy</td>
</tr>
<tr>
<td>22</td>
<td>Mission Administration &amp; Support</td>
<td>CEP</td>
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<td>Belgium</td>
</tr>
<tr>
<td>23</td>
<td>Rule of Law</td>
<td>ENA</td>
<td>FBA/ZIF</td>
<td>France</td>
</tr>
<tr>
<td>24</td>
<td>Organized Crime and Corruption</td>
<td>ASPR</td>
<td>MoI ITC/IPI</td>
<td>Austria</td>
</tr>
<tr>
<td>25</td>
<td>In-Country: Human Rights</td>
<td>SSSUP</td>
<td>AAU/UPEACE</td>
<td>Ethiopia</td>
</tr>
<tr>
<td>26</td>
<td>Gender Advisers</td>
<td>FBA</td>
<td>ASPR</td>
<td>Sweden</td>
</tr>
<tr>
<td>27</td>
<td>Mediation &amp; Negotiation</td>
<td>Clingendael</td>
<td>Alert/ASPR</td>
<td>Netherlands</td>
</tr>
<tr>
<td>28</td>
<td>Transition Strategies &amp; Sustainability</td>
<td>Egmont</td>
<td>CMC</td>
<td>Belgium</td>
</tr>
<tr>
<td>29</td>
<td>Rule of Law</td>
<td>ASPR</td>
<td>ENA</td>
<td>Austria</td>
</tr>
</tbody>
</table>

A summary of each course can be found below. Participants received expert knowledge in order to grow professionally and develop their expertise in a given subject. The courses tried to strike a balance between the theoretical developments in the relevant sectors and their translation into practice. The courses all involved blended learning and practical activities to ensure trainee participation and the retaining of knowledge.

CMC Finland conducted a training needs assessment in the Ukraine, but was not able to implement the course in-country, due to the situation on the ground and internal staff turnover. (See annex for needs assessments of national staff in Ukraine.)

25
Title: International Standards for the Protection of Individuals and Groups: A Training Course for field officers working on Human Rights
Training centre: Scuola Superiore Sant’ Anna (Pisa, Italy)
Partners: San Remo, OHCHR
Number of participants: 26 (8 female, 18 male)
Length of course: 9 days
Date: 4-12 July 2013

This course provided comprehensive coverage of all matters relevant to Human Rights. Participants learnt about the protection of individuals and groups (International Humanitarian Law, International Criminal Justice, Refugee Law, international standards pertaining to the protection of IDPs, etc.); they were familiarized with the institutional aspects related to the establishment and the functioning of Human Rights Field Operations, with particular reference to those organized by the UN and by the EU; and, finally, were taught how to transfer the skills needed to perform the main tasks usually assigned to Human Rights Field Officers (Monitoring, Fact Finding, Reporting, Capacity Building, etc.).

Title: Rule of Law
Training centre: École Nationale d’ Administration (Paris, France)
Partners: FBA, ZIF
Number of participants: 23 (14 female, 9 male)
Length of course: 4 days
Date: 14-17 October 2013

This course offered a comprehensive overview of the rule of law aspects of civilian crisis management missions and their importance in the context of war-torn societies. The course lectures shed light on the different challenges associated with rule of law in societies affected by violent conflict, such as predictability of the law and equality before the law, reform of judicial institutions, ethics and the role of the police in rule of law enforcement. Each lecture intended to clarify a particular aspect of this field while acknowledging the practical interaction between them. In particular, focus was given to the concept of Rule of Law; international cooperation in the field of crisis management (including CIMIC); the role of the judiciary and transformation of dysfunctional judicial systems; core ethics principles; risk assessment in an international context; monitoring, mentoring and advising components; and the role of the police in law enforcement.
Title: Mediation and Negotiation  
Training centre: Netherlands Institute for International Relations (Clingendael, Netherlands)  
Partners: ENA, Alert, ZIF  
Number of participants: 23 (13 female, 10 male)  
Length of course: 4 days  
Date: 28-31 October 2013

The aim of the course was to enhance participants' knowledge, skills, and competencies in mediation and negotiation, and thereby be more successful in their approaches to (civilian) crisis management in missions.

In a four-day intensive seminar the participants were trained in mediation and negotiation skills within the framework of EU missions. The course started with an explanation of EU decision making concerning civilian missions to provide an adequate background for the official mandates. Understanding EU decision making in these matters can serve as a basis for participants' own behavior and the possible instruments that can be used while on mission. The course continued with negotiation strategy and tactics, both bilateral and multilateral from the point of view that participants had to negotiate with local stakeholders, government officials and other international organizations during the mission. In these negotiations, participants would be defending own interests.

This was in contrast to the mediation part of the training, in which participants do not have their own interest and want to mediate between negotiating (conflict) parties. Understanding negotiation processes is fundamental to being a good mediator. In the training the mediation part followed the negotiation elements. Considering that these missions take place within an international environment, special attention was given to intercultural communication and psychological aspects.

Title: Conflict Analysis and Conflict Sensitivity  
Training centre: International Alert (London, United Kingdom)  
Partner: Netherlands Institute of International Relations (Clingendael, Netherlands)  
Partner: CEP  
Number of participants: 22 (10 female, 12 male)  
Length of course: 5 days  
Date: 4-7 November 2013

The aim of the course was to enable participants to use their skills, competencies and experience to conduct a conflict analysis and to devise conflict sensitive approaches to civilian crisis management. By the end of the course, participants were able to:

1. Explain the relevance of concepts such as peace, conflict and violence in the context of civilian crisis management;
2. Conduct a conflict analysis;
3. Describe the key principles underpinning a conflict-sensitive approach;
4. Explain the relationship between conflict analysis and conflict sensitivity;
5. Devise conflict sensitive approaches to issues faced in civilian crisis management;
6. Identify the benefits and limitations of the conflict-sensitive approach.
The course covered the topics of conflict sensitivity in civilian crisis management; key concepts: peace, conflict, violence; evolving nature of civilian crisis management; conflict analysis tools and methodologies; conflict sensitivity principles and practice; and skills and competencies for conflict sensitivity. Course content was customised to fit the learning needs of participants as identified through a training needs assessment questionnaire.

This residential course used experiential learning and reflection to develop the skills, knowledge and competencies of participants with regard to conflict analysis and conflict sensitivity. The course methodology used the breadth and depth of experience among participants and course facilitators to reach a shared understanding of how conflict analysis and conflict sensitivity approaches can be used most effectively.

Title: Mentoring in Civilian Crisis Management Missions
Training centre: Center for International Peace Operations (Berlin, Germany)
Partners: CEP, ENA
Number of participants: 21 (4 female, 17 male)
Length of course: 5 days
Date: 4-8 November 2013

The course undertook to stress the significance of successful mentoring and advising for overall effectiveness of a mission and explained to the participants how mentoring schemes and processes can successfully contribute to fostering local ownership of change processes. One of the key issues touched upon in the course was the tremendous challenge of how to integrate local knowledge and traditions into transitional processes, thus striking the proper balance between the implementation of internationally accepted standards and norms and respect for local circumstances paired with the necessity to maintain local ownership. Successful mentoring can contribute to reducing the friction caused by these transitions.

The fact that gaining and holding the respect of local staff is a pre-condition to being accepted in the role of a mentor was addressed in the training and participants were introduced to tools and techniques in working with interpreters.

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

Title: New Media: Tools and Techniques for Crisis Managers
Training centre: Center for International Peace Operations (Berlin, Germany)
Partner: ICT4Peace Foundation
Number of participants: 24 (17 female, 7 male)
Length of course: 5 days
Date: 17 - 21 March 2014

At the European Academy Grunewald in Berlin, Germany, Sanjana Hattotuwa, Special Advisor at the ICT4Peace Foundation, led the training of a new and unique ENTRi course on the use of new media for crisis management.
Participants used several leading web based tools, apps and services as part of interactive activities and group work, while learning about digital communications security as well in order to protect information and sources.

Cedric Vidonne from UNHCR, Rina Tsubaki from the European Journalism Centre, which recently published an acclaimed Verification Handbook, and Eoghan Mac Suibhne from the world renowned social media verification agency Storyful also contributed to the training course. They delivered compelling presentations and took the class through exercises, based on realistic scenarios and content that allowed the trainees to familiarize themselves with key concepts and tools to sift through the abundance of information and data in order to find actionable, verified content.

Title: Mission Administration & Support
Training centre: CEP Slovenia (Brussels, Belgium)
Partner: ZIF
Number of participants: 26 (10 female, 16 males)
Length of course: 4 days
Date: 22-25 April 2014

Large international organisations have experienced their share of problems in attempting to plan, set up and support civilian crisis management field operations and, particularly, to achieve a rapid deployment of administration and logistics support resources. Mission personnel that cannot be efficiently supported within a very short time of arrival in theatre will face difficulties in carrying out their mandate effectively. Moreover, sustainable management of a field mission is key to improving the motivation and efficiency of all staff.

The overall objective of the four-day Mission Administration & Support course was to provide its participants with in-depth knowledge of administrative and support procedures and structures of civilian crisis management operations. The course contributed to the creation of a similar management culture among future mission members who have different professional, organisational and cultural backgrounds, and a sense of common identity and purpose.

Taking into account the different categories of staff involved in missions, the course addressed not only technical and administrative experts but also middle and senior management staff.

Title: Democratisation & Good Governance
Training centre: ENA France (Bamako, Mali)
Partners: SEP, EMP
Number of participants: 18 (9 female, 9 males)
Length of course: 4 days
Date: 12-15 May 2014

The Democratisation & Good Governance course aimed at providing participants with a theoretical framework and practical tools to allow them to support the development of good governance and a strong civil society on the ground.
The objective of the course was to increase the participants' knowledge, skills and attitudes about:

- Good governance and support state formation;
- Organisational development, planning and managing tools for supervision, coaching, development and execution of administrative systems in crisis situations;
- Management of limited resources in constantly changing environments.

Title: Mentoring in Civilian Crisis Management Missions  
Training centre: Center for International Peace Operations (Berlin, Germany)  
Partner: FBA  
Number of participants: 22 (17 female, 5 males)  
Length of course: 5 days  
Date: 18-23 May 2014  
See above.

Title: Conflict Analysis and Conflict Sensitivity  
Training centre: International Alert (London, United Kingdom)  
Partner: Netherlands Institute of International Relations (Clingendael, Netherlands)  
Number of participants: 17 (9 female, 8 male)  
Length of course: 5 days  
Date: 9-13 June 2014  
See above.

Title: International Standards for the Protection of Individuals and Groups: A Training Course for field officers working on Human Rights  
Training centre: Scuola Superiore Sant’Anna (Pisa, Italy)  
Partner: ASPR  
Number of participants: 24 (17 female, 7 male)  
Length of course: 8 days  
Date: 3-11 July 2014  
See above.

Title: Rule of Law  
Training centre: École Nationale D’administration (Paris, France)  
Partner: FBA  
Number of participants: 22 (13 female, 9 male)  
Length of course: 4 days  
Date: 20-23 October, 2014  
See above.
Title: Gender Advisers  
Training centre: FBA Sweden (Sandö, Sweden)  
Partner: CMC  
Number of participants: 21 (15 female, 6 males)  
Length of course: 6 days  
Date: 16-21 November 2014  

The Gender Advisers course provided personnel with a responsibility to promote a gender perspective in their organisations, the opportunity to upgrade their knowledge and to strengthen their skills. The course built on input from experienced gender experts working in international civilian crisis management missions and current research on the topic. The main aim was to strengthen the gender expert functions within international crisis management missions by providing the participants with up to date knowledge and practical skills deemed necessary to work effectively in a gender expert function. The course was run by experienced trainers and applied an interactive methodology that mixed theory with practice and actively drew on the knowledge and experience of the participants.

The target group of this course was personnel working in civilian international crisis management missions with a special focus on gender aspects (or aiming for such positions) such as Gender Advisers, Gender Focal Points or other kinds of Gender Experts. As this was a specialised course, applicants were expected to already have a basic understanding of the concept of gender.

Title: Child Protection Advisers  
Training centre: ASPR (Entebbe, Uganda)  
Partner: DPKO  
Number of participants: 29 (14 female, 15 males)  
Length of course: 5 days  
Date: 17-21 November 2014  

The pilot Child Protection Advisers course provided personnel with responsibility for promoting child protection in their organisations the opportunity to upgrade their knowledge and to strengthen their skills. The course built on input from senior DPKO child protection advisers and current research on the topic. The main aim was to strengthen the child protection functions within international crisis management missions by providing the participants with up-to-date knowledge and practical skills deemed necessary to work effectively in child protection functions.

The target group was personnel working in international crisis management missions with a child protection mandate, such as DPKO child protection officers, human rights officers who act as child protection focal points, or other kinds of child protection experts. As this was a specialised course, applicants were expected to already have a thorough understanding of the child protection agenda in crisis management missions.

Title: Mediation and Negotiation  
Training centre: Netherlands Institute for International Relations (Clingendael, Netherlands)  
Partner: ZIF
Number of participants: 25 (13 female, 12 male)
Length of course: 4 days
Date: 24-27 November 2014

See above.

Title: Child Protection, Promotion & Response
Training centre: Austrian Study Centre for Peace and Conflict Resolution - ASPR (Austria)
Partners: EEAS, DPKO
Number of participants: 19 (14 female, 5 male)
Length of course: 10 days
Date: 6-15 March 2015

This course introduced child rights assessment and monitoring; strategies for the prevention of child rights violations; strategies to reduce the impact of armed conflict on children (child recovery, rehabilitation, and reintegration); child rights-based and child-participatory approaches; involvement of children in rehabilitation and reconstruction efforts; instruments and actors for the implementation of strategies for child protection, monitoring, and rehabilitation.

This specialisation course equipped participants with specialised knowledge and skills to become effectively involved in monitoring, advisory, and executive functions to protect children in crisis areas.

Title: Empowerment of Local Staff in International Organisations in Kosovo
Training centre: Centre for European Perspective (CEP, Slovenia)
Partner: SSSUP
Number of participants: 25 (13 female, 12 male)
Length of course: 4 days
Date: 14 – 17 April 2015
The concept and program of this specialized training course was based on a needs assessment (online survey) conducted among staff members of international organizations in Kosovo. It focused on skills required for the successful performance of tasks within an international organization such as understanding of all aspects of crisis management, negotiation and mediation skills, communication skills, cultural and gender sensitivity, human rights as well as project management, stress management.

The aim of the training course was to equip different categories of local staff with the needed general theoretical framework as well as practical tools to allow them to be active mission members and to operate smoothly in the mission environment. It also aimed at enhancing future employability, a common level of knowledge, which in turn facilitates the integration and coherence of the missions and contributes to the creation of a common working culture, a sense of common identity and purpose. (see Annex for course evaluation of participants)

Title: **Democratisation & Good Governance**  
Training centre: **ENA (Mali, Bamako)**  
Partners: **SEP, EMP**  
Number of participants: **22** (7 female, 15 male)  
Length of course: **5 days**  
Date: **20 - 24 April 2015**

See above.
Title: New Media: Tools & Techniques for Civilian Crisis Management
Training centre: Centre for International Peace Operations (ZIF)
Partners: CEP, ICT4Peace
Number of participants: 25 (11 female, 14 male)
Length of course: 5 days
Date: 18 - 22 May 2015

See above.

Title: Conflict Analysis & Conflict Sensitivity
Training centre: International Alert, London, UK
Partner: ZIF
Number of participants: 16 (11 female, 5 male)
Length of course:
Date: 14 - 18 June 2015

See above.

Title: Human Rights
Training centre: SSSUP
Partner: CMC
Number of participants: 27 (14 female, 13 male)
Length of course: 9 days
Date: 2 - 10 July 2015

See above.

Title: Mission Administration & Support
Training centre: CEP
Partner: **FBA**  
Number of participants: **24** (13 female, 11 male)  
Length of course: **5 days**  
Date: **6 - 10 July 2015**

See above.

**Title: Rule of Law**  
Training centre: **ENA**  
Partner: **FBA, ZIF**  
Number of participants: **24** (14 female, 10 male)  
Length of course: **5 days**  
Date: **19 - 23 October 2015**

See above.

**Title: Organised Crime and Corruption**  
Training centre: **ASPR**  
Partners: **MoI ITC, IPI**  
Number of participants: **19** (9 female, 10 male)  
Length of course: **6 days**  
Date: **1 - 6 November 2015**

The course addressed: Current or prospective staff members of peace operations, particularly in fragile states, practitioners involved in development and humanitarian work as well as political and strategic advice who were seeking a better understanding of, and skill set to address, organised crime, law enforcement and criminal justice experts dealing with situations involving illicit activity.

The overall objective of the course was to familiarise and better equip experts who work in environments where illicit activity has an impact on the political and economic situation, as well as sustainable post-conflict peace building and development. The training course:

- Explained to participants the phenomenon of organised crime and its impact.
- Provided participants with the analytical tools and skills to identify and analyse illicit groups and activities.
- Explained the challenges and possibilities of working with actors involved in illicit activity, particularly in the context of peace operations.
- Provided an inter-action between practitioners and experts involved in dealing with organised crime activities.
- Provided participants with information and contacts to enhance their networks and knowledge.

**Title: In-Country: Human Rights**  
Training centre: **SSSUP (Addis Ababa)**  
Partners: **AAU, UPEACE**  
Number of participants: **26** (14 female, 12 male)
Length of course: 9 days  
Date: 12 - 20 November 2015

See above.

Title: In-Country: Gender Advisers  
Training centre: FBA  
Partner: ASPR  
Number of participants: 25 (18 female, 7 male)  
Length of course: 6 days  
Date: 22 - 27 November 2015

See above.

Title: Mediation & Negotiation  
Training centre: Clingendael Academy  
Partners: Alert, ASPR  
Number of participants: 24 (14 female, 10 male)  
Length of course: 4 days  
Date: 14 – 17 December 2015

See above.

Title: Transition Strategies and Sustainability as part of the Comprehensive Approach  
Training centre: Egmont Institute  
Partner: CMC  
Number of participants: 23 (9 male, 14 female)  
Length of course: 5 days  
Date: 25 – 29 January 2015

This course was addressed to deployed staff from the various EU and UN missions (especially from the Sahel Region as there are: EUCAP Sahel Mali, EUTM Mali, MINUSMA, EUCAP Sahel Niger), personnel from the EEAS (planners and programmers), EU Commission, and EUSR Offices

After this specialization course, participants were able to:

- Identify the mandates and objectives of the various policy instruments used and international actors in the field
- Explain how the comprehensive approach takes place from policy level all the way till the operational level and the need for transition strategies
- Identify appropriate synergies, actions and international partnerships possible and how to obtain sustainable results taking into account local ownership
A 1.2 Delivery of around 29 specialisation training courses to be defined and agreed upon with the target of 75% of the personnel trained being deployed to international missions within 6 months after the participation in a course and development of feedback/assessment methodology (R1).

29 specialisation courses have been implemented during the whole duration of ENTRi II, of which six were implemented in countries outside of Europe. Of the 668 total participants of specialisation courses, 542 answered our 6 months post course survey on whether they were deployed within 6 months of their training. 67,71% of the 542 who responded, said they were indeed deployed to mission. We assume that do to our systematic selection procedure and the candidates motivations for joining the courses, that most those who did not respond also went to mission after completing our courses.

A.1.3. Promotion of European training standards (R1)

Promotion of European training standards and processing of (at least) 15 C3MC certifications by revising approved and developing (up to) four new course concepts. Several EU and non-EU training centres will deliver their training courses for civilian crisis management according to the ENTRi standards after having their training programmes certified by ENTRi. (R1)

Course Certification

ENTRi awarded a C3MC label (Certified EU Civilian Crisis Management Course) to courses that met established standards and criteria for training civilian personnel to be deployed in crisis management missions. The ENTRi partner Scuola Superiore Sant’Anna at the University of Pisa (SSSUP) has been tasked to manage certification on behalf of ENTRi in cooperation with the members of the working group on certification. 17 certifications have been issued under ENTRi II.

The certification was a strategic tool offering training institutions a unique opportunity for increasing and maintaining the quality and credibility of their courses as well as fostering coherent and common approaches and working methods. In turn, this facilitated networking and inter-operability of personnel deployed to crisis management missions, ensuring increased coordination and professionalism on the ground.

Application for the C3MC-label was open to course organisers within and outside of Europe. The certification procedure and award was free of charge. For each of the courses, ENTRi has adopted course concept papers. The course concept papers can be found online via the following link: http://www.entriforcom.eu/certification/c%C2%B3mc.html.

To ensure that certified agencies delivered what they promised and quality of content was not compromised, the certification working group had developed a system to check implementing organisations. In addition, in case a participant felt that a course was not run
according to the promised standard or structure, this person could use the Complaint Mechanism set up by the working group and explained online. Such a complaint could also be submitted anonymously. No complaint has ever been received.

The most rigorous and lengthy procedure was applied to the now certified version of the ENTRi Hostile Environment Awareness Training (HEAT) course. Together with the field security department of the EEAS, ENTRi developed a minimum-standard for content of a HEAT course which would then automatically be accepted by the EEAS when asking future mission staff for mandatory participation in a professional HEAT course.

The Annex contains a list of certified courses and the final report of the certification working group.

A 1.4. Further development of training topics (i.e. Mentoring, Rule of Law, Leadership, Evaluation, lessons learned, training-deployment cycle, interoperability) in thematic working groups which are led and coordinated by ENTRi partners. (R1)

The ENTRi consortium established four working groups to foster exchange between partners, associated organisations as well as third parties, and work jointly on the further development of training topics and methodology. Next to working groups on e-learning and Training of Trainers (ToT), a working group on certification and one on evaluation were formed. For the working group on certification, please refer to the section on certification (A.1.3. above) and for the working group on evaluation to section R 1 1.3 of this report. Details of the ToT working group can be found under section R3.

Each working group was chaired by one ENTRi partner who was in charge of formulating the Terms of Reference of the group and making sure that the partners would meet online and in real life back-to-back with ENTRi partner meetings.

The ENTRi coordination team set up an online collaboration platform called Basecamp. On this platform, partners discussed important topics of common interest, or jointly prepared for events, distributed materials and collaborated on documents. Partners contributed to more than a dozen sub projects on Basecamp.

Working group on E-Learning

The Netherlands Institute of International Relations ‘Clingendael’ chaired the working group on e-learning. The group was composed of the following ENTRi members: Alert, CMC, SEP, SSSUP and ZIF. FBA joined the working group in January 2015.

Members of the working group on e-learning did a desk review of existing e-learning courses and applications for crisis management missions (incl. from EU, UN and OSCE). The results were shared internally as to avoid any duplication of existing material. Informal discussions were held as to the technical possibilities of hosting e-learning courses on one of the ENTRi partners’ e-learning management systems/platforms. Difficulties arose from the fact that not all ENTRi partners use the same system or don’t do so to the same extent.

The working group consulted external experts on the feasibility of an ENTRi In Control App for smartphones based on the In Control Handbook. An overview of the content and costs were drafted. Afterwards, a tender was conducted and an Austrian company developed the ENTRi In Control App for usage on mobile devices. The App was launched in June 2015. Moreover, the setup of the App has been planned to function as a container that over time
allows the integration of further content (e.g. mobile learning elements). This can be done by the ENTRi coordination office whenever necessary to ensure that the product stays relevant and up to date.

The working group decided on specific topics for which pilot e-learning modules could be developed. The Center for International Peace Operations (ZIF) developed a module on stress management (Moodle platform). Furthermore, CEP completed an e-learning module on intercultural competence, while Egmont commissioned a module on code of conduct in the field. Under ENTRi III, those three modules will be assessed and recommendations on their use, shared. (see E-Learning Working Group Final Report in Annex)

**R2: Cooperation between ENTRi and staff-contributing countries**

Countries contributing civilian experts to international crisis management and stabilisation-type missions proactively use the training opportunities provided by ENTRi.

**2.1 Regular exchange between ENTRi and national focal points. (R2)**

The ENTRi consortium has undertaken major efforts to engage in information exchange with national focal points. The ENTRi Coordinator was regularly attending relevant meetings in Brussels, such as CivCom meetings and reached out to national representatives present at such meetings.

**ENTRi Expert Seminar in Rome**

On 24 October 2014 the Italian Foreign Ministry, ENTRi and its partners organized an Expert Seminar "Pre-deployment training of civilian crisis management personnel: Challenges, Lessons Learned, Good Practices" in Rome. (See minutes in Annex)

The overall objective of the international seminar was to discuss aspects related to pre-deployment training for seconded and contracted staff of CSDP and other International Organizations' missions and operations, and to identify challenges, lessons learned and good practices.

Participants from across the world and from various organizational backgrounds shared their experiences in offering pre-deployment training for civilian experts. The main challenges discussed were the linkages between International Organizations' recruitment cycles and the training schedules of training providers. Other aspects included the linkage between pre-deployment and induction training in missions, as well as measuring the impact of such training endeavours.

The seminar was organized as back-to-back with two expert meetings organized in the same venue during the Italian EU Presidency that focused on EU-UN Partnerships in Crisis Management and Operations: Best Practices and Next Steps with an emphasis on capabilities (22 October) and training (23 October).

The activity was based on the lessons learned from a workshop conducted during the first ENTRi project phase "Ensuring Training Effectiveness: Challenges and Opportunities in the Field" (Copenhagen, February 2012). Moreover, it formed a basis for discussions on the
linkages between pre-deployment and mission induction training during the meeting on Training of CSDP Missions and Operations Personnel, organized by EEAS that took place on 28-29 October 2014 in Brussels.

New focal points include contacts from Moldova, Slovakia, Czech Republic, Romania, Latvia, Estonia, Croatia and Bulgaria. The ENTRi coordination office has regularly been updating the focal point contact list.

2.2. National focal points understand the importance of pre-deployment and specialisation training for civilian experts (R2)

This understanding was brought home during presentations of the ENTRi Secretariat in meetings of the Committee for Civilian Aspects of Crisis Management (CivCom), in Brussels. Such presentations were arranged by the European Commission on a regular basis to address national focal points and respond to their questions.

2.3. National focal points identify a sufficient number of relevant candidates who have been selected or pre-selected for deployment and nominate them for ENTRi training courses (R2)

Below is a visualisation of nominations for ENTRi courses and the countries that made them throughout the whole project period. As part of their application, the candidates had to fill in a ‘motivations’ section to explain how their participation in a course would benefit their future work in a mission. Only when feasible, ENTRi would chose them for attendance.

Throughout the entire duration of ENTRi I (2011-2012), a total of 360 nominations for ENTRi courses (whether pre-deployment or specialization) were received, while roughly 253 nominations were received throughout ENTRi II (2013-2016). This represents a 30% decline in overall nominations between ENTRi I and ENTRi II even though more courses were run during ENTRi II.
This decline might be due to the fact that missions increasingly used contracted staff and that seconding institutions have become more familiar with other nations’ training institutions’ offers and shared available capacities. Some nations were used to nominating candidates and frequently did so, while other nations have not used the opportunity on a regular basis.

2.4 National focal points analyse their training needs and share them with ENTRi. (R2)

National focal points have been in contact with ENTRi partners through their own national channels to varying degrees. Especially the Austrian focal point has been heavily engaged in all matters dealing with civilian capacity-building. The Austrian ENTRi partner then shared input with the ENTRi Secretariat. ENTRi consortium partners were sharing information with each other, whenever possible, during partner meetings and working group meetings and when partners were working together in the planning process of a course. In some instances, the ENTRi Secretariat would receive phone calls from national focal points, enquiring about upcoming pre-deployment training, including HEAT courses, when they could not find such information anywhere else. The Folke Bernadotte Academy made a useful table of upcoming HEAT courses Europe-wide available online, which the ENTRi Secretariat would frequently refer interested parties to.

National focal points have not provided ENTRi with explicit needs assessments in writing.

A.2.1 Development and implementation of a strategy to increase the communication and exchange on training needs and impact between ENTRi and EU Member States as well as other contributing countries.

This objective became closely linked to developments at EU-level concerning CMPD’s efforts to update the EU Policy on Training for CSDP. Some ENTRi partners were engaged at different stages in the process by giving input to the policy during meetings in Brussels. The ENTRi Secretariat engaged whenever invited.

An exchange on training needs and impact also took place during the aforementioned ENTRi organised conference in Rome in October 2014 that was held with the support of the Italian Presidency of the Council of the European Union (see 2.1).

ENTRi partners and members of the Secretariat attended many expert meetings in Brussels, conducted many bilateral conversations with EU member states and the EEAS and engaged in training partner platform meetings and consultation meetings with a colourful mix of stakeholders. ENTRi held presentation at meetings of the European Association of Peace Operations Training Centers (EAPTC), shared good-practices and lessons learned from the ENTRi experience with the European Union Police Services Training consortium and attended the annual EU Military Staff seminars on training.

A.2.2 Identification and organisation of forums promoting training needs and standards for civilian capacities amongst seconding countries.

This has been outlined above. A full list of meetings and conferences attended/organised in the name of ENTRi can be found here:
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Occasion</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 April</td>
<td>Berlin, Germany</td>
<td>Strategy meeting with the ENTRi focal point of the Foreign Policy Instrument (FPI); European Commission</td>
</tr>
<tr>
<td>23 May</td>
<td>Berlin, Germany</td>
<td>ENTRi Partner Meeting I; Introduction of ENTRi II and overview of activities, summary of contract obligations and budget guidelines</td>
</tr>
<tr>
<td>10/11 July</td>
<td>Brussels, Belgium</td>
<td>ENTRi II Steering Group Meeting No. 1</td>
</tr>
<tr>
<td>25/26 Sep</td>
<td>Brussels, Belgium</td>
<td>Informal Instrument for Stability Strategy meeting on 2014 programming; Update on Goalkeeper and Schoolmaster</td>
</tr>
<tr>
<td>23-29 Sep</td>
<td>Addis Ababa, Ethiopia</td>
<td>African Peace Support Trainers Association (APSTA); 11th Annual General Meeting (AGM)</td>
</tr>
<tr>
<td>22/23 Oct</td>
<td>Brussels, Belgium</td>
<td>CMPD 2nd Meeting on Training of CSDP Missions and Operations personnel</td>
</tr>
<tr>
<td>24 Oct</td>
<td>Brussels, Belgium</td>
<td>EUMS Seminar: EU Common Military Training and Education – Time for improvement and synergies</td>
</tr>
<tr>
<td>12/13 Nov</td>
<td>Brussels Egmont Institute, Belgium</td>
<td>ENTRi Partner Meeting II; E-Learning, Training of Trainers, Evaluation, Certification, Pre-Deployment Training for Contracted Staff</td>
</tr>
<tr>
<td>20 Nov</td>
<td>Brussels, Belgium</td>
<td>Presentation on ENTRi at the Committee for Civilian Aspects of Crisis Management (CivCom) meeting</td>
</tr>
<tr>
<td>15 Nov</td>
<td>London, United Kingdom</td>
<td>InterHealth partnership on the publication of the ENTRi Handbook In Control</td>
</tr>
<tr>
<td>6 Dec</td>
<td>Vienna, Austria</td>
<td>OSCE - ENTRi Meeting on the evaluation of training</td>
</tr>
</tbody>
</table>

### 2014

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Occasion</th>
</tr>
</thead>
<tbody>
<tr>
<td>03/04 Feb</td>
<td>Garmisch-Partenkirchen, Germany</td>
<td>Presentation on ENTRi at the George C. Marshall European Center for Security Studies: Seminar on Regional Security (SRS)</td>
</tr>
<tr>
<td>09/10 Apr</td>
<td>Brussels, Belgium</td>
<td>ENTRi Secretariat on panel discussion of &quot;Capabilities, Concepts and Training&quot; at the European Parliament; ESDC Seminar organized by Austria and Greece on the topic of &quot;Partnerships and Cooperation in CSDP&quot;</td>
</tr>
<tr>
<td>19/20 May</td>
<td>Pisa, Italy</td>
<td>ENTRi Partner Meeting III; Update on ENTRi II, Course Calendar 2014, EU Training Policy Developments &amp; Positioning of ENTRi</td>
</tr>
<tr>
<td>02/03 July</td>
<td>Brussels, Belgium</td>
<td>ENTRi II Steering Group Meeting No. 2; CivCom Meeting</td>
</tr>
<tr>
<td>24 Sept</td>
<td>Brussels, Belgium</td>
<td>Presentation of ENTRi at the EEAS Security Committee Meeting (See Agenda in Annex)</td>
</tr>
<tr>
<td>Date</td>
<td>City, Country</td>
<td>Event Description</td>
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</tr>
<tr>
<td>03/04 Nov</td>
<td>Berlin, Germany</td>
<td>ENTRi Partner Meeting IV CSDP Training Strategy, Future of ENTRi: Duty of Care working group</td>
</tr>
<tr>
<td>02-04 Dec</td>
<td>Brussels, Belgium</td>
<td>European Police Service Training (EUPST) Consultation Workshop; Working meetings with CMPD and CPCC</td>
</tr>
<tr>
<td>12-16 Dec</td>
<td>London, United Kingdom</td>
<td>ENTRi Secretariat meeting with the Stabilisation Unit (SU) and International Alert on the topic of future membership of the UK in ENTRi International Alert: ENTRi Specialisation Course</td>
</tr>
</tbody>
</table>

2015

<table>
<thead>
<tr>
<th>Date</th>
<th>City, Country</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>03/04 March</td>
<td>Vienna, Austria</td>
<td>ENTRi Partner Meeting V Amendment of ENTRi Grant Contract &amp; activities, Visit of the OSCE Training Department</td>
</tr>
<tr>
<td>21-23 April</td>
<td>Vienna, Austria</td>
<td>European Association of Peacekeeping Training Centers (EAPTC) - 3rd Annual Meeting The New Training Policy of the EU under CSDP Update Briefings from the EAPTC Community</td>
</tr>
<tr>
<td>14-19 June</td>
<td>London, United Kingdom</td>
<td>Meeting with the British Foreign Office on the subject ‘Duty of care’, Stabilisation Unit (SU)</td>
</tr>
<tr>
<td>08 July</td>
<td>Amsterdam, Netherlands</td>
<td>Meeting between ENTRi/EUPST in preparation of the The Hague Conference</td>
</tr>
<tr>
<td>21/22 July</td>
<td>Brussels, Belgium</td>
<td>ENTRi II Steering Group Meeting No.3 ENTRi status-quo; facts and figures of ENTRi, Updates from EEAS, presentation of CivCom</td>
</tr>
<tr>
<td>28 July</td>
<td>Amsterdam, Netherlands</td>
<td>Meeting with EUPST Representatives, Stabilisation Unit and Clingendael (Preparation for the Den Haag Conference)</td>
</tr>
<tr>
<td>06-10 Sep</td>
<td>Addis Abeba, Ethiopia</td>
<td>African Peace Support Trainers Association (APSTA)</td>
</tr>
<tr>
<td>14-16 Sep</td>
<td>Budapest, Hungary</td>
<td>ENTRi Partner Meeting VI Visit to the European Union Agency for Law Enforcement Training (CEPOL)</td>
</tr>
<tr>
<td>17-21 Nov</td>
<td>The Hague, Netherlands</td>
<td>Joint EUPST/ ENTRi Conference Inter-Operability Between Police and Civilian Training in the Context of Crisis Management Missions</td>
</tr>
<tr>
<td>23-25 Nov</td>
<td>Bonn, Germany</td>
<td>Presentation of ENTRi at the United Nations University</td>
</tr>
<tr>
<td>13-15 Dec</td>
<td>Amsterdam, Netherlands</td>
<td>European Union Police Training Consortium (EUPTC) Inter-Operability Working Group meeting</td>
</tr>
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2016

<table>
<thead>
<tr>
<th>Date</th>
<th>City, Country</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>03-05 Feb</td>
<td>Geneva, Switzerland</td>
<td>Annual Consultations Workshop of SBPP, OCHA –ZIF SBPP activities and the way forward In-Control ENTRi handbook input collation</td>
</tr>
<tr>
<td>04-06 April</td>
<td>New York, United States</td>
<td>Meetings with the Chief of UN DPKO Integrated Training Service on training needs</td>
</tr>
<tr>
<td>02-04 May</td>
<td>Vicenza, Italy</td>
<td>4th Annual Meeting of the European Association of Peace Operations Training Centres (EAPTC)</td>
</tr>
</tbody>
</table>
R3: Trainers and resource persons facilitating trainings in the framework of this project take a shared didactical training approach and share their knowledge with trainers outside the ENTRi trainer network.

3.1. ENTRi partners came together in a working group to exchange and agree on didactical standards for training methodology, trainers and resource persons. (R3)

See below and in the Annex.

3.2. An ENTRi working group developed two “Train the Trainer” course concepts based on the agreed didactical standards for two different target groups (trainers and personnel of training units in missions). (R3)

See below and in the Annex.

3.3. Trainers / resource persons from the ENTRi network as well as from outside the network and personnel from training units in field missions participated actively in one of the pilot “Train-the-Trainer” courses relevant to them and learned about the ENTRi didactical standards and how to apply them. (R3)

The first ENTRi Training of Trainers workshop was held in Slovenia in November 2014. As a welcome follow-up to the pilot Training of Trainers course in Slovenia, two former trainees, both from mission training units applied their newly gained skills as trainers in a similar course held in Kosovo a few months later.

14 out of 16 trainees worked directly in civilian crisis management missions, the remaining two worked in a national training institution. Participants from all organisations praised the relevance of the training for their daily work. The overall feedback was very positive and clearly shows the added-value of such trainings for mission training personnel.

3.4. Trainers / resource persons and personnel from training units in field missions reported that they applied the ENTRi didactical standards. (R3)

Two participants of the first pilot ToT applied their new skills and knowledge almost immediately as trainers in the second ToT. Both were heading training units in civilian crisis management missions (EULEX Kosovo and EUMM Georgia). The level of application of new skills is yet to be seen. However, already during the course as well as in the end-of-course evaluation, participants stated the practical and ready-to-use value of the training.

A 3.1. Development of methodology, standards, and guidelines for trainers and resource persons contributing to trainings within the framework of ENTRi. Establishment of a working group on shared standards for trainers and resource persons, which met once over the course of the project. (R3)

The ENTRi working group on Training of Trainers was jointly chaired by the Finnish Crisis Management Centre (CMC Finland) and the Slovenian Centre for European Perspective (CEP) and was composed of the following ENTRi members: ASPR, FBA, NIIB Clingendael, SEP, SSSUP.
The members of the working group mapped out and analysed existing methodological and didactical training approaches as applied by ENTRi training partners. This ensured a common understanding of training methods used and created a platform for partners to learn from each other.

Members of the working group developed a concept of a methodology, standards and guidelines for trainers and resource persons contributing to trainings within the ENTRi framework.

Title: **Training of Trainers**  
Training centre: **CMC Finland and Centre for European Perspective (CEP), Slovenia**  
Number of participants: 17 (10 female, 7 males)  
Length of course: **3 ½ days**  
Date: **24-27 November 2014**

ENTRi’s pilot Training of Trainers course was conducted in Slovenia in November 2014. Representatives of the working group, partner institutions, staff of training units from missions as well as training experts from the UN and police institutions gathered to test ENTRi didactical standards and methodologies in a hands-on training environment.

Title: **Training of Trainers**  
Training centre: **ENTRi Coordination team; implementation in Kosovo**  
Number of participants: 16 (5 female, 11 males)  
Length of course: **2 ½ days**  
Date: **10-13 March 2015**

As a follow-up to the pilot course in Slovenia, the second Training of Trainers course was held in Kosovo. To meet the goal that “mission personnel from training and capacity enhancement units” as well as “staff of International organisations/missions” will be provided
with didactical tools and methodologies most suited for training in crisis management missions, participants were invited from EULEX, OSCE, UNMIK, and national institutions.

A.3.2. Implementation of one Train the Trainers course according to the set standards. (R3)

Participants of the ToT in Slovenia represented various institutions to foster exchange among partners, associate partners and mission training personnel: Austria (ASPR), Belgium (ESDC), Denmark (Danish Police), Egypt (CCCPA, Cairo Center for Conflict Resolution and Peacekeeping in Africa), Finland (CMC), Germany (ZIF), Hungary (Hungarian National Police), Italy (SSSUP), the Netherlands (Clingendael Institute), Sweden (FBA and Swedish Police). Additionally, two European Union CSDP Missions were represented, namely EULEX Kosovo and EUMM Georgia. The trainers were the Coordinator of the Stand-by Partnership Training Secretariat/UNICEF Geneva, the Surge
Training Officer/OCHA Geneva and a member of the ENTRi coordination team in Berlin (ZIF).

As this was a Training of Trainers based on ENTRi didactical standards and methodologies, ‘client orientation’ was key. Most activities were based on the experiential approach and very few presentations were used. The leading thought was that participants will learn by doing, so numerous techniques that can be further used in ENTRi trainings as well as by mission training units were tested. Furthermore, additional time was devoted to discuss the work of the ENTRi working group on Training of Trainers and the second course to be implemented in a mission area. During the training participants:

I. Learned to describe how adult learning can be applied to design high impact sessions;
II. Practiced advanced training design skills in preparing sessions on a range of learning topics related to ENTRi training courses;
III. Reflected on their own training style and their biases towards different training methods;
IV. Upgraded their facilitation skills in a range of participatory training activities;
V. Refined their ability to deliver course material relevant to their area of expertise;
VI. Identified course design methods applicable to their organisational and ENTRi’s training needs.
VII. Delivered constructive ideas and suggestions
   a. to further strengthen the ENTRi training approach among partners;
   b. on how to further harmonise training approaches within ENTRi;
   c. on how to pass on lessons learned and good practices to training staff working in civilian crisis management missions.

This pilot ENTRi Training of Trainers was well received. All participants agreed that new knowledge and skills were obtained and that presented techniques were highly useful and could be easily transmitted into their daily work. Another positive aspect was the creation of a shared, open and positive space to exchange ideas with partners, experts from the UN, police representatives and mission training personnel.

R4: Cooperation between IOs and ENTRi
Planning and operational bodies responsible for international crisis management and stabilisation-type missions (such as the EU, the UN, the OSCE, the AU, etc) and training and best practice experts of such missions jointly use forums established and facilitated by ENTRi to exchange training standards and the needs of mission
personnel. This exchange aims at strengthening the interoperability among actors while cooperating with ENTRi in further developing existing course concepts.

4.1. Relevant International Organisations have nominated training focal points. (R4)

The ENTRi Secretariat maintained a list of training focal points of international organisations.

4.2. Relevant civilian crisis management missions have functional training focal points. (R4)

ENTRi partners and the Secretariat were actively in touch with those attending meetings and reaching out to us (or vice versa in case of country-specific preparation for PD courses). Not every crisis management mission has a training department, neither necessarily a focal point.

4.3. Regular exchange between ENTRi and training focal points in missions and headquarters through suitable forums/platforms for communication. (R4)

When pre-deployment courses were organised, the course organisers ensured a direct link to in-mission training staff (focusing on CSDP missions), so that content of pre-deployment courses would not duplicate content of induction trainings. Training focal points from EU missions attended the Annual High-Level Meeting organised by CMPD. This was a good opportunity to get to know new staff members in Capacity Enhancement Units. ENTRi consortium partners were well connected into the missions and shared information on a regular basis, especially during the preparation phase of ENTRi activities that were related to specific missions.

As mentioned previously, a major seminar was organised by ENTRi (in Rome) in October 2014 with the support of the Italian Presidency of the Council of the European Union. It was entitled “Pre-deployment training of civilian crisis management personnel: Challenges, Lessons Learned, Good Practices”. Training focal points of major crisis management missions were invited to share good practices and lessons (to-be) learned. The Chief of UN DPKO Integrated Training Service (ITS) participated next to training focal points from various countries, such as the Danish Ministry of Foreign Affairs, the UK’s Stabilisation Unit (which joined ENTRi in 2015), the European External Action Service, and EU Mission training focal points from EUMM Georgia and EULEX Kosovo.

The ENTRi Secretariat has regularly attended annual trainers’ meetings of the OSCE and APSTA.

4.4. Training focal points in missions and headquarters analysed their training needs and shared them with ENTRi and among themselves. (R4)

This was happening via the channels mentioned under 4.3. The Integrated Training Service of UN DPKO has shared documents on a regular basis, such as training needs assessment reports. Trainers from missions have shared their findings with ENTRi partners on a need-to-know basis.

However, as training focal points from missions participated in the first ToT in Slovenia (from EUMM and EULEX respectively), ENTRi partners were able to close this communication gap at a working level, and the second ToT in Kosovo was run according to the needs voiced by training focal points in the first ToT.
Activities of R4

A 4.1. Development and implementation of a strategy to increase the communication and exchange on training standards, needs, and impact between ENTRi and the planning and operational bodies of crisis management missions as well as the respective training and best practice units in crisis management missions of international organisations. (R4)

To facilitate communication, the Organisation for Security and Co-operation in Europe (OSCE), the Integrated Training Service of the United Nations Department for Peacekeeping Operations (UN DPKO ITS) and, since December 2014, the European Security and Defence College (ESDC) have become associates of ENTRi. This allowed for ongoing exchanges. For instance, the training focal points of the ITS met ENTRi consortium members at the bi-annual partner meeting in Pisa in May 2014 and presented their activities and ways of working. Together with the United Nations, a specialisation course in Child Protection in Entebbe, Uganda, was implemented. The cooperation is good, but rather small in scale due to limited human resources on the part of the UN.

The OSCE has welcomed ENTRi consortium partners at their Headquarters in Vienna back to back to our second bi-annual partner meeting in March 2015. During that meeting, the OSCE Chief Learning and Development and the OSCE’s Head of HR presented their ways of working to the group and strengthened ties to individual members of the ENTRi consortium. The European Security and Defence College (ESDC) has appointed staff members who have since been added to the online space of the ENTRi working groups on Basecamp to ensure that they can provide input on any matter of mutual interest, and have engaged with various ENTRi partners on an ongoing basis. Within the EEAS, there was regular consultation with staff from the Civilian Planning and Conduct Capability (CPCC), especially their Head of Human Resources and training focal points.

In Brussels, Steering Group meetings and training related meetings were used to implement this activity. (see Annex for Steering Group minutes)

A.4.2. Implementation of up to three Training Impact Evaluation Missions (TIEMs) in three different countries/regions in order to measure the impact of ENTRi training on participants and their work environment in close cooperation with the planning structures at headquarter level and the field management. One TIEM shall be implemented per year. (R4)

TIEM I: Pre-deployment trainings on Libya

As outlined above, the main aim of the first Training Impact Evaluation Mission (TIEM) was to assess the impact of two pre-deployment Libya training activities realised by the ENTRi consortium in 2013 and 2014. The training impact evaluation effort was concerned with the impact a training activity can have on job performance. The final aim of the TIEMs was to strengthen training programmes and services. The main objectives of the evaluations were: i) to be accountable to various external stakeholders on the activities conducted based on a structured analysis of the results achieved and; ii) to share the experiences and lessons learned in order to inform any future training activities. The results of the analysis constituted
a significant source of information to support the formulation of possible future strategies and actions. The evaluation provided detailed and specific recommendations with the aim of fostering a culture of lesson learning.

The TIEM was divided into three main phases: i) desk review phase; ii) data collection phase; iii) synthesis phase.

During the desk review phase, the Training Impact Evaluation Team (TIE), comprised of one ENTRi partner (CEP), one member of the ENTRi Coordination team and an external evaluator, firstly focused on analysing all supporting project documentation and reviewing the training impact evaluation matrix and toolbox developed for this endeavour. Based on this initial analysis and on the Term of Reference for the evaluation mission, the TIE developed appropriate instruments for collecting data (semi structured interviews). During the desk review, it was also decided to avoid travelling to Libya due to the difficult security situation. The collection of data was mainly conducted through remote interviews. The collection of the data took place from May to June 2014 and reached 15 participants (31%). The sample was selected on the basis of the redundancy and saturation principles, in other words, until the TIE reached the point at which no new information or themes emerged from the data.

At the same time, experts from different organisations (EU – 80%, UN – 13%, other – 7%), different managerial positions (Advisors and Heads of Missions – 46%; Management level – 47% and Assistant level – 7%) and from various fields of expertise (Border management advisors – 40%, Police – 20%, 13%, Logistics – 6%, Security – 7%, Human Resources – 7%, Engineer – 7%) were interviewed. Additionally, interviewees represented 10 different countries, 87% of them were male and 13% female.

The evaluation team tried to include the view of the mission staff member who was responsible for the induction training at EUBAM Libya. This would have provided a first-hand account of how the PDT and the induction training of the mission interdigitate. However, this person could not be reached. In adopting a semi structured approach, the interviews were based on a predetermined set of broad questions, but the order of presenting them varied. The advantage of adopting this data collection method was that the interviews were fluid and respondents had ample opportunity to express themselves.
During the synthesis phase, substantial data analysis was conducted, allowing for the formulation of responses to the evaluation questions and the development of recommendations and conclusions. At a general level, all the respondents were satisfied with the trainings. They stressed the added value of receiving the training as an instrument for preparation for the 'real situation' they would face in Libya. In this respect, no differences were pointed out between the course organised in Brussels and the one held in Pisa. Participants were generally satisfied with the length of the course that they attended and they stated that all the pre-deployment modules were relevant for their needs.

All former trainees would recommend the PDT to colleagues. They were able to integrate better and faster in the mission and the Libyan context and a majority praised the networking opportunity across departments/units and even across organisations. One of the PDTs included the core team which started the EUBAM mission in Libya. These participants stressed the importance of the PDT as a strong teambuilding opportunity for the core team.

**TIEM II: Hostile Environment Awareness Training (HEAT)**

The second TIEM took place in summer of 2015 with the contribution of the Folke Bernadotte Academy/Sweden, an external consultant, and the ENTRi Secretariat.

ENTRi certifies the delivery of HEAT courses through several different providers, of whom ENA and CMC Finland are just two that were examined. Whilst the course content followed a standard curriculum, the methodology of delivery of the course (and hence potentially the quality of delivery) varied from one training establishment to another.

The ENTRi-certified HEAT course is a residential training event lasting a minimum of five days. It normally has between 20 and 25 participants. These people are expecting to be deployed or have already been deployed to a crisis management mission.

In outline, the programme starts with a series of presentations and moves onto practical demonstrations and practice in operational skills such as first aid, driving, navigation and working in areas that are mined or contaminated with unexploded ordnance, before completing a field training exercise which includes how to survive being taken hostage.

The following were recommendations of the TIEM on HEAT:

**Recommendations**

**Coordinated European calendar**

A co-ordinated calendar of ENTRi-certified HEAT courses has already been put together, but it is not clear whether this is publicly accessible information. It would be helpful to potential deployees if this were published so that, where appropriate, staff awaiting deployment were able to register for a course which fitted in with their deployment schedule.

**Centralised assessment process**

The process for assessing learning needs to be strengthened. This should ideally be managed by a central partner, so that the assessment instruments are the same for all partners. This would make it considerably easier to review and compare the performance of different courses. If duty of care issues become more significant, this could become more important as an issue.
Such an assessment instrument should cover knowledge, skills and attitudinal issues. Achieving a minimum score could be a requirement order for an individual to be deemed as having ‘satisfactorily completed’ the course. However, it is recognised that there may be political issues in dealing with failures, or if the assessment reveals consistent patterns of low scores from particular institutions.

An appropriate mechanism for doing this would be through an on-line assessment.

**Increase flexibility in programme content**

A certified standard has both advantages and disadvantages. Noting that this is discussed in more detail below, consideration should be given to modifying the curriculum so that it includes both ‘core’ and ‘optional’ items. Core items would be standard security-related topics common to all operational environments, while optional items would be those which may be applicable in only certain environments or which are emerging issues.

Development of a core + optional curriculum would also make it possible for different providers to distinguish themselves, perhaps to focus on deployments to specific countries or regions.

**Strengthen IT-related topics**

The delivery of IT-related security topics needs to be strengthened, both in terms of content and delivery methodologies.

**Consider utilisation of additional learning technologies**

There is a potential for an increased use of technology to supplement some topics. For example:

E-learning could be used to provide background information on such things as IT security and types of weaponry that can be encountered.

A community of practice using social media technologies could be encouraged to help participants stay in touch and share experiences and learning from the field.

The Folke Bernadotte Academy does in fact maintain a Facebook page for this purpose, although this is only for those who have attended a HEAT course at the FBA.

**Review relevance of current curriculum**

The evaluation process has elicited comments about the relevance or lack of coverage of various topics, so due consideration needs to be given to reviewing the content of the existing curriculum.

Specific issues identified include:

- behaviour when exposed to weapon fire
- IT-related issues, including electronic surveillance
- stress management
- relevance of current first aid content
- the emphasis given to surviving being taken hostage as opposed to avoiding being taken.

The full report and the minutes of the expert meeting on HEAT that took place in Brussels in February 2016, can be found in the Annex.
Activities planned but not implemented

Please list any risks that might have jeopardized the realisation of some activities and explain how they have been tackled.

We experienced three major challenges while implementing ENTRi II, which resulted in an Amendment to the project’s grant contract:

1. Wide-ranging update of the ENTRi Database for applications

Due to the fact that the ENTRi database was established in 2011 as part of the ENTRi I project, and only minor updates were implemented, the technology is outdated and not user friendly. Since there was no plan at that time to create a database that could hold the volume of applications we were seeing in the course of ENTRi II, the initial investment was moderate. Due to new versions of browsers not being supported by the ENTRi database, there were numerous potential applicants who experienced difficulties when registering with the database, or accessing their profile data. As a result, quite a significant amount of time had to be spent by the ENTRi Coordination Team to help applicants register. Not only the registration process proper was hampered by the database, but also the access to the database itself and the analysis of data within the database proved to be very time-consuming. In order to boost database usability during ENTRi II, a database repair effort of the existing database version was commissioned. The overhauled database was released in January 2015. While the database repairs did not improve or facilitate working with the software from an administrator’s perspective, the usability for applicants had improved and the time spent on helping individual applicants subsequently decreased. Furthermore, while the database performance did not improve from the back end (administrator access), one additional feature was added for administrators, namely an overview of all applications to ENTRi training courses. This enabled the collection of application statistics directly from the database rather than having to manually maintain separate data sheets on course applications.

2. Narrow timeframe for Pre-Deployment Course implementation

It has become increasingly difficult to conduct pre-deployment courses with the ‘right’ participants attending, i.e. those who indeed stood shortly before deployment. The reasons for this include, but are not limited to, a decline in nominations for these courses from seconding national focal points, increasing difficulty in coordinating pre-deployment courses with the calls for contributions and selection cycles for missions, and the limited capacity of ENTRi partner organisations to plan their activities and allocate their resources with the necessary flexibility to respond to constantly shifting selection timeframes and deployment schedules as prescribed by CPCC and EU Member States. In addition, a shift in thinking would have been appropriate, where the attendance of a course prior to deployment constitutes a part of the deployment-duty-of-care cycle, as is already the case in some EU Member States.

As a result of the organisational challenges in conducting pre-deployment courses with relevant participants, the ENTRi coordination team held multiple and repeated bilateral discussions with ENTRi partner organisations as well as counterparts at CMPD and CPCC, including a special meeting on pre-deployment courses in Brussels, called for by ENTRi, with representatives of CPCC, CMPD, the European Commission and ENTRi on 23 September 2014. These discussions culminated in a decision to request an amendment of the grant contract, which would allow for the reallocation of pre-deployment course funds to
other activities, such as specialisation courses, e-learning modules and other training material surrounding the In Control handbook and its development as a mobile app.

Every effort was made to continue offering such face to face courses prior to deployment. This included close cooperation with CPCC in choosing the right timing of such courses and selecting the right participants.

The first Training Impact Evaluation Mission was initially planned to be implemented on the ground in Libya. Due to the deteriorating security situation in Libya, this had to be changed and interviews could only be conducted remotely.

3. Handbook In Control

The In Control handbook has received much more attention than was anticipated. The high demand for books outside of ENTRi courses by third parties worldwide, for instance crisis management missions, government departments and others, was not foreseen on such a scale. Since this ENTRi product is also a marketing and PR tool for the project, we wanted to make sure that this would only go hand-in-hand with an update of content to ensure that the latest developments in international crisis management issues were covered and old content removed. This required the proof-reading of content by different EU departments and other specialist bodies. This update became quite a significant sub-project that required our time and attention.

The second edition was published online in September 2014; the print version followed in October 2014, by which time, 7500 copies were in circulation. A third edition was worked on from summer 2015 onwards and included contributions from more than 30 subject matter experts. Calls for a version in French were answered and ENTRi II saw the translation of a third edition into French for usage mainly in West African crisis management missions. This third edition will be printed during ENTRi III to include a Foreword by Federica Mogherini, High Representative of the European Union for Foreign Affairs and Security Policy and Vice-President of the European Commission.

Numerous copies of the ENTRi In Control Handbook have been sent to - amongst others - the Estonian Ministry of Foreign Affairs, EUPOL Afghanistan, the Polish National Police, the OSCE, DPKO ITS, EUGENDFOR, NUPI, EUISS, the Dutch Marechaussee, as well as to the African Union.

Feedback received (a selection)

Estonian Ministry of Foreign Affairs:

‘Every course participant received a copy of the Handbook and since the material covered during the course very much corresponded to the information in the handbook the participants’ feedback regarding the usefulness of the book was very positive. The content was praised but also the format. Further we plan to make the handbook part of the information package that we distribute to our experts who are about to be deployed to a mission.’ (Personnel Development and International Personnel Policy Division)

UK Department for International Development:
‘The *In Control* handbook that ENTRi have produced is very impressive and we would like to start issuing it to UK secondees.’  (Regional Deployments Manager)

**George C. Marshall European Center for Security Studies:**

‘As I have a copy of your *In Control* Handbook, which I find very impressive, I was wondering if it would be possible to receive copies of this useful tool to be handed out to our students?’

**German Police Academy in Böblingen (formerly in Wertheim), Germany:**

‘I personally – and my colleagues too – really find this work to be very successful and it is a must that it be handed out to outward bound colleagues as the “Bible”.’

**Polish National Police Headquarters:**

‘On behalf of the Polish National Police Headquarters, I would like to get some information about the possibility of acquiring a certain number of the ENTRi’s *In Control: A Practical Guide for Civilian Experts Working in Crisis Management Missions - 2nd Edition* Handbook. We at the International Police Co-operation Bureau are very interested in such an aid for our UN Peacekeeping Mission Training Course.’  (Warrant Officer Police Missions and Liaison Officers Department)

**Ministry of Foreign Affairs of the Czech Republic:**

“We find this handbook very useful and would like to distribute it to our civilian experts working in the international crisis management missions as well as to the new experts who are going to be deployed in the future.”  (Human Resources Department, National Focal Point)


“From my perspective the *In Control* handbook is unique, as it is able to describe a very complex working environment in a simple and instructive manner. It is easy to forget that for those deploying internationally for the first time, that this is almost entirely new to them – and it was very hard to find answers to some of the most simple questions. Every UK Police Officer who deploys to an EU or UN Mission is given a copy by us, and the feedback we receive is that they use the book regularly during the early days of their mission to give them key information. I also use the book to educate prospective UK applicants to international policing. I will give Officers a copy whilst they are considering this as a career option, and it gives them a thorough overview of what the working environment is like. For me it is equally critical to sift out those who are unsuited to this work at an early stage, and by reading your book they can make a much more informed decision as to whether to progress with an application.”  (T/Chief Inspector Police Function Manager, Stabilisation)

### 2.3 Describe if the Action will continue after the support from the European Union has ended

The ENTRi II project was extended into a third phase: ENTRi III (1 June 2016 – 31 May 2019)
2.4 Explain how the Action has mainstreamed cross-cutting issues

On the one hand, ENTRi has addressed and promoted cross-cutting issues in all courses, when considering, for instance, gender in course concept developments, and with developing specific specialization courses on the Rule of Law (RoL), Democratization and Good Governance, Human Rights, Gender and Child Protection Advisers, Promotion and Response. On the other hand, it has tried to create the best possible gender balance in the selection of its course participants.

Below, some main foci are outlined in brief, of the different course types and how they dealt with the cross-cutting issues:

The ENTRi Human Rights courses provided field officers working on HR with the specific competences and skills they need to fulfil their tasks as members of a human rights field operation. They included, for instance, modules on International Humanitarian Law, the EU institutions and human rights policies. Human rights monitoring, fact-finding, investigation of HR and IHL violations, acquiring and handling information, interviewing techniques and reporting were explained. Furthermore, International Refugee Law, the Law of Internal Displacement, International Law and Migration and the EU acquis on asylum and migration were part of the program.

ENTRi Rule of Law Courses have demonstrated different challenges associated with Rule of Law in societies affected by violent conflict, such as predictability of the law and equality before the law, reform of judicial institutions, the ethical component that needs to be taken into account and the role of police in Rule of Law enforcement. They focused, for example, on the transformation of dysfunctional justice systems and addressed the development and reform of Justice systems in post crisis countries and provinces, as well as the issues that participants need to be aware of in the development of comprehensive Rule of Law Programs.

In the ENTRi child protection courses, especially the political aspects of child protection work were stressed. This includes: mainstreaming, advocacy, mentoring and advising for the greater protection of children in war-affected societies. The courses’ main aim was to strengthen the child protection functions within international crisis management missions by providing the participants with up to date knowledge and practical skills deemed necessary to work effectively in child protection functions.

The ENTRi course “Democratisation and Good Governance” offered a comprehensive overview of the aspects related to conflict resolution and good governance in civilian crisis management. It deepened the participants’ understanding of such matters and their importance in the context of post-conflict state-building. The course included a wide range of topics. Examples are: Principles and concepts of good governance, the role of media in peacebuilding, the roles of NGO’s in post-conflict situations and the restoration of trust mechanisms between justice, police and citizens.

The ENTRi Gender Advisers course was designed for people who want to become more effective in promoting gender mainstreaming. It helped them to actively support gender mainstreaming, design effective communication strategies and identify meaningful strategies for handling resistance.
In addition to this content, ENTRi has reached a wide audience, as it has made constant efforts to train civilians as well as policemen and –women, soldiers and local staff from a large variety of missions of the EU, UN, AU and OSCE.

### 2.5 How and by whom have the activities been monitored/evaluated?

The ENTRi Secretariat monitored all activities on an ongoing basis. In addition, the ‘partnering concept’ of ENTRi constituted a mechanism, by which most activities underwent peer reviews, as at least two partners worked together during the implementation.

The project was also evaluated by an external evaluator. The final report was submitted in May 2016 by the company PSP Pasch & Partner, based in Cologne, Germany.

### 2.6 What has your organisation or any actor involved in the Action learned from the Action?

**Austrian Study Center for Peace and Conflict Resolution (ASPR), Austria**

‘As a relatively small organization, the importance and usefulness of a functioning network like ENTRi for ASPR cannot be overrated. Learning from and exchanging with partners has led to learning and improvement of our products or procedures on many levels.

Quality control: certification of in-house training courses that are run even outside ENTRi helps the ASPR to keep the curricula relevant and ensures quality control.

Developed products: tools developed through ENTRi (*In Control* Handbook as well as the App) are used by ASPR for mandatory course preparation (pre-course reading) for training courses that are run outside the ENTRi framework. The combined expertise of the consortium partners that fueled into the materials proves extremely relevant and useful for participants; the feedback has been extremely positive.

Development: the exchange within the consortium on training courses, curricula and methods ensures constant organizational learning and requires staying on top of recent developments in the field of adult education.’

**Centre for European Perspective (CEP), Slovenia**

‘CEP has been able to benefit greatly from ENTRi since the project came just in the right moment when we have started to develop the activities in the field of civilian crisis management training in Slovenia, so we were also able to organize a conference during our presidency in 2008 as one of the first projects. Two core courses were organized for the first time for our state officials in our country in 2010 and 2011 on the basis of the course curriculum provided by EGT/ENTRi and the knowledge exchange from other partners. We were able to utilize our previous knowledge with projects in the Balkans and Kosovo, to organize pre-deployment courses for missions in Kosovo, which impacted also our development assistance project we do with Kosovo or the first in country training for local staff in Kosovo and the research project we are currently conducting in the H2020 framework.

ENTRi has been an excellent opportunity for knowledge sharing among partnering organizations, so we are deeply grateful to ZIF for helping us organize our first MAS course or FBA (especially [ ] ) for support in organizing our HEAT course and ENTRi
CMC Finland ( )/CMC Finland ( ) for great collaboration in organizing our first ENTRi ToT in Slovenia. There are of course also other opportunities we had for sharing of knowledge and trainers within different events. .

I wish to stress the great coordination of ENTRi ( ) and the flexibility of the project, which enabled us to develop different activities and new courses, great opportunity for networking and exchange with partnering organizations, we have been disseminating news and ENTRi activities on a large scale within the ministries in Slovenia or other work with EEAS and due to the economic crisis in Slovenia, ENTRi enabled us to implement a successful track record of different types of activities, which also impacted our research activities in the field of CSDP (Kosovo and Bosnia and Herzegovina), which we are implementing in the framework of H2020 currently.

Related to the Evaluation working group, which we were leading, we were able to utilize our previously gathered knowledge in the field of training evaluation and exchange a lot of knowledge with FBA ( ) but we currently lack time to develop these activities even further. TIEMs were always organized in great collaboration with SSSUP ( ), ENTRi, etc.

We have always dedicated a lot of efforts to disseminating ENTRi knowledge in other arenas, round tables, etc; we also conducted quite a lot of PR on our website and social networks related to ENTRi activities.'

Royal Institute for International Relations (Egmont), Belgium

- ‘ENTRi has offered opportunities for in-depth networking with actors in the civilian crisis management sector. The exchange of best practices and lessons learned amongst the different partners has enabled Egmont to further develop and improve its training capacities.

- The ENTRi evaluation procedures and standards as well as its tools like “In Control” Handbook and App have been widely used by Egmont and improved the quality of its trainings. As a result, its Core course (Basic Generic Training on Civilian Crisis Management –BGT), could be certified by ENTRi. Egmont also used these procedures and professional standards for courses run outside the ENTRi framework, for example in Public diplomacy.

- Being part of ENTRi since its creation, Egmont has sought to play a more pro-active role in ENTRi’s second phase by engaging in the field of specialisation courses as well as in e-learning. It has been an excellent opportunity to further develop its knowledge in civilian crisis management, with the support of a strong ENTRi ‘partnering concept’.

Crisis Management Centre (CMC), Finland

‘CMC Finland has benefitted from the network format upon which ENTRi is founded. It has been able to share best practices and lessons learned, for example, regarding the use of e-learning, training of trainers and the content of various courses. ENTRi has allowed CMC
Finland to learn from the other partners and their experiences and integrate this into its own work.
Danish Emergency Management Agency (DEMA), Denmark

‘For the Danish Emergency Management Agency one of the prime outcomes from taking part of the ENTRi cooperation has been gained through the general networking with different partners from all over Europe. The organizations involved in the ENTRi family have different backgrounds and experiences that we have been able to learn from. This new network on both personal and organizational level DEMA expects use when seeking expertise and partners for future training projects. A special benefit for DEMA from being part of the ENTRi cooperation is related to our work with security training. Thus the DEMA involvement in the development and conduction of the ENTRi HEAT courses has given us new inputs for other security courses in the DEMA course programme.’

École National d’Administration (ENA), France

‘ENTRi was the opportunity to collaborate with new partners, both French and European. ENA could share and extend its expertise in the field of Rule of Law and Democratization. We could also extend our knowledge working with very high-level expert coming from different parts. They could therefore bring another vision of these topics. ENTRi gave the opportunity to experts who usually work with us for another kind of project to develop new pedagogical content and extend their approach. Furthermore, ENA could enrich its experience in the field of training for a specific target group such as people to be deployed in civilian crisis context.’

Folke Bernadotte Academy (FBA), Sweden

‘FBA has benefitted from the ENTRi cooperation in several concrete ways. Through the engagement in the Training of Trainers working group, FBA brought home new tools and methods for workshops directly used in FBAs internal development of our staff. With a series of FBA internal workshops teaching how to implement our pedagogical profile, several tools learned at the ENTRi ToT workshop in Slovenia were used, which directly had an impact on FBA’s way of conducting trainings in a number of areas relating to peace and security.

In the working group on evaluation, again, FBA brought home the evaluation tool tested within the ENTRi framework, as part of the further development of standardized evaluation formats for FBA trainings. This impacted on FBAs usage of evaluation for the follow-up, lessons learned and reshaping of trainings.

In relation to HEAT-courses, FBA has appreciated ENTRi as a forum for discourse discussion and insights on curriculum for HEAT courses. This has been an important contribution to FBAs development of our HEAT course.’

International Alert (Alert), United Kingdom

(No feedback received)

Ministry of Interior International Training Centre (MoI ITC), Hungary

‘The International Training Centre (ITC) was founded by the Hungarian Ministry of Interior in 1999, since its establishment until 2011 this institution was the appointed training centre of the Hungarian police peace keeping and civilian crisis management missions.'
As part of the civilian crisis management training activities after EGT and ENTRi partnership, ITC in 2013 joined to ENTRi II project. The main benefits of the membership were the exchange of training curricula’s, modern training methodologies, best practices and experiences among the partner institutions. From the partnership and more concretely during the partnering we were able to learn different kind of course concepts, professional approaches, training methods and evaluation and certification procedures and also we had chance to know new trainers and professionals from training fields.

Based on this network we had links to the leading European training institutions as well as the most important international organizations in this field (OSCE, UN organizations etc.) Several times the result of different kind of training related projects (for example ToT project etc.) and professional conferences were shared among the partners, which knowledge and information was taken into consideration in the Hungarian civilian crisis management training programs.

Based on the previous Mol ITC memberships the ENTRi projects were well known for the Hungarian civilian crisis management missionaries. ITC as a focal point played significant role in the further promotion and dissemination of the ENTRi training activities in Hungary and also tried to support to select the proper participants for the ENTRi training courses.’

Netherlands Institute of International Relations (Clingendael), Netherlands

‘Clingendael has been attaching great importance to the ENTRi project and aimed to play a pro-active role throughout ENTRi II. The Action has benefited the Institute in various ways:

- The variety of the ENTRi Consortium and the outreach to external partners like UN, OSCE, KAIPTC, CEPOL has helped Clingendael to broaden its network within the crisis management community. This has led to (steps towards) cooperation outside of the ENTRi scope;
- ENTRi’s activities to promote standardization and certification has helped Clingendael to incorporate best practices and common standards throughout our courses. Clingendael’s portfolio of training in international security issues has been reviewed and improved based on the lessons learned from ENTRi;
- ENTRi’s activities in train-the-trainer development has benefited the Institute in advancing its training methodologies which now underpin the majority of our international security training courses;
- ENTRi has enabled Clingendael to conduct activities it had otherwise not been able to deliver, such as the pre-deployment training for Mali, Niger and the Sahel; and enabled us to work together with Partners on concrete training activities, again making use of one another’s niche capabilities;
- ENTRi has enabled Clingendael to advise and support the Dutch training community in crisis management missions, in particular the Defence and Police Academies as well as the Ministry of Foreign Affairs.’

Scuola Superiore Sant’Anna (SSSUP), Pisa, Italy

‘The SSSA has benefitted in several ways from the Action. In particular:
- The combined training knowledge, good practices and lessons learned of 13 partner institutions composing the ENTRi consortium has inevitably been reflected in the
work the Scuola carries out as a consortium partner and as an individual training provider.

- The work carried out within the ENTRi working groups on Certification (mostly on harmonisation of training standards) and on Evaluation has substantially contributed to strengthen our operating philosophy of continuous improvement and to always strive to increase the focus on quality control of actions implemented.
- The peer review and collaboration framework put in place through the ENTRi partnering concept represents a model for joint training efforts that has mutual benefits for enhancing complementarity of efforts and quality assurance.
- The initial steps undertaken by the ENTRi project with the enactment of impact evaluations as a starting point or as a mid-term review point for existing training efforts have triggered reflections and debate over methodologies for measuring the impact of training delivered on the quality of capabilities.

Such lessons identified and learned, the standards developed and the methodologies crafted have been used and disseminated in the work the Scuola carries out also as an individual training provider in its relations with partners, thus contributing to disseminate and apply ENTRi standards and good practices beyond the span of the ENTRi project itself.

Swiss Expert Pool in civilian peacebuilding (SEP)

‘The benefit that the ENTRi project had, generally speaking and thanks to the partnerships, the effective and efficient results of improving trainings related to the preparation of experts to field missions by creating quality standards (certification), improving the course evaluations finally creating a certified HEAT training.

Regards the impacts on our own organization, several where identified. Among others here the most essential:
- Generally speaking, it allows us to get to know the other ENTRi’s partners ways of working and teaching and to adapt the best practices and lessons learnt to our own work and trainings
- It allows us
  - To bring, share our own experiences in some topics we had already experiences for year, such as Integrated Training, Train the Trainers, creating a Trainer Roster, etc.
  - To improve the content and the quality of our Core Course in peace promotion by exchanging with the Certification Group and letting the course certified
  - To improve our information level with regards to policies being implemented or reviewed with the EU or the UN and being discussed within the group (i.e. Training Policy)
  - To improve our coordination mechanism while collaborating with another partner for the organisation of a joint course in Africa.’

Stabilisation Unit (SU), United Kingdom

‘Our main engagement with ENTRi has been involvement with ENTRi’s workshop around the development of HEAT course development. We have used this as a benchmark for ensuring the SU commissioned modular HEAT training follows current best practice.

We have also used best practice from ENTRI in needing to put the burden of updating database information on the user (i.e. deployees) and applied it to our own Civilian Stabilisation Group (CSG) database project. This has resulted in project being focused on
giving CSG members external access to update their details and deployment
tasks/locations.

The ENTRi In Control app and handbook is an excellent resource and was advertised and
distributed across Stabilisation Unit.

Although we have not used the ENTRi course certification mechanism for our 5 thematic
training courses we view this as a key asset that we intend to use in ENTRi 3 as not only
is certification important to us, so is ensuring our courses are peer reviewed and
validated against agreed professional standards.’

Center for International Peace Operations (ZIF)

‘Training for civilian (to be) deployed to crisis management missions of the EU, the OSCE
and the UN is crucial. It helps personnel in working toward the implementation of the
mission mandate. It also helps them to keep safe even when working under difficult and at
times dangerous conditions. Moving toward a coordinated training management culture is
worth the effort: Agreed objectives and standards contribute to sustainability while
retaining a high level of flexibility. The goal remains to act in a responsible manner vis-à-
vis personnel in peace operations. ENTRi has made a tremendous contribution to this end,
particularly when helping to bring about a standard for the HEAT course - a highlight of its
activities.

Good coordination and networking between the ENTRi partners lead to success also in
terms of efficient, effective, and target oriented use of taxpayers’ money.

ZIF is honored to host the ENTRi Secretariat and is committed to even stronger
cooperation with this unique network of likeminded institutions working toward a common
goal.

2.7 Materials

- ENTRi In Control Handbook: 7,500 copies
- ENTRi Flyer: 1,000 copies
- Power Bank: 850 units
- Bike reflectors: 2,104 units
- RFID security cases: 860 units
- Adapters: 600 units

2.8 Contracts above € 60,000

Not applicable

3. Partners and other Co-operation

3.1 Relationship between partners

During ENTRi II, six ENTRi partner meetings took place. The first meeting was held from
22-23 May 2013 in Berlin, the second from 12-13 November 2013 in Brussels, and the third
from 19-20 May 2014 in Pisa. A fourth meeting followed from 3-4 November 2014 in Berlin, while number five took place in Vienna on 3-4 March 2015. The last meeting took place from 14-16 September 2015 in Budapest.

The partner meetings were organized back-to-back with working group meetings to save travel costs. To facilitate ongoing exchange of information, all ENTRi partners communicated via the online platform Basecamp. This platform was used to cooperate in the drafting of documents and to discuss specialist topics or upload and download files to reduce e-mail traffic. Still, the ENTRi coordination team at ZIF sent out summary emails to all partners and other stakeholders and engaged in bi-lateral communication wherever this is useful.

The four working groups that were established at the beginning of phase II existed throughout the project. This gave all partners the opportunity to discuss content in-depth and have other members of their organisation participate, who might hold expertise knowledge in a specialist area, such as in the Training of Trainers, or evaluation.

Most partners had previously been part of ENTRi I and were familiar with each other’s strengths, competences and constraints, which benefited the current collaboration.

Cooperation was voluntary and on many occasions it could be observed that partners shared information and went out of their way to support each other when needed. Informal meetings took place during conferences and upon bilateral invitations, plenty of email and telephone conversations were conducted and strong partnerships created.

Constraining elements were where ENTRi partner institutions underwent internal organisational changes or high amounts of staff turn-over.

The Consortium Members
ZIF as co-ordinator of the ENTRi project and host of the consortium’s secretariat sees it as a privilege to be part of this endeavour and highly appreciates the support of all partners.

**Austrian Study Center for Peace and Conflict Resolution (ASPR), Austria**

ASPR has been a key partner institution since the early days of EGT and continues to be a very reliable partner in the ENTRi consortium. It is the ENTRi partner engaging most closely with the United Nations in the joint implementation of an ENTRi Child Protection course.

**Centre for European Perspective (CEP), Slovenia**

CEP has been strongly involved in the conceptual development of the pre-deployment training concept. In ENTRi II, CEP has chaired the evaluation working group, co-chaired the ToT working group and been heavily involved in the design of the Evaluation Framework, one TIEM and the pilot ToT training.

**Royal Institute for International Relations (Egmont), Belgium**

EGMONT Institute has continued to play an active role in ENTRi and has been working in cooperation with Clingendael to prepare a pre-deployment Sahel course to be run in May 2015.

**Crisis Management Centre (CMC), Finland**

CMC closely worked with the FBA, EGMONT, MoI ITC&CM and ZIF on the development of a curriculum and programme for the Pre-Deployment Course Afghanistan. CMC was undergoing staff turn-over of core people in their training unit and therefore had to postpone a few ENTRi activities.
Danish Emergency Management Agency (DEMA), Denmark

Due to some organisational changes, DEMA has not been able to participate in the ENTRi activities during the recent project phase. However, DEMA attended the ENTRi partner meetings and is planning to run an ENTRi Hostile Environment Awareness (HEAT) training course in autumn of 2015.

École National d’Administration (ENA), France

ENA developed and implemented a Specialisation Course on the Rule of Law and has prepared a second in-country course on Democratisation in Bamako, Mali. On top of this, ENA has implemented a HEAT course in French.

Folke Bernadotte Academy (FBA), Sweden

FBA has been a very active and committed partner in the consortium running various courses. FBA was an active member of the TOT and Evaluation Working Groups and was spearheading the training impact evaluation mission on hostile environment awareness training.

International Alert (Alert), United Kingdom

International Alert has been actively involved in the curricula revision and implementation of a Specialisation Course on Conflict Analysis and Conflict Sensitivity. In addition, Alert is a member of the E-Learning and Evaluation working groups.

Ministry of Interior International Training Centre (Mol ITC), Hungary

The Ministry of Interior International Training Centre has long-standing experience when it comes to mission-specific pre-deployment trainings. During the second phase of ENTRi II, as the partner institution in cooperation with ASPR last November Mol ITC implemented the Organized Crime and Corruption course, and invited to host the consortium for its partner meeting in Budapest.
Clingendael has been chairing the E-Learning Working Group of ENTRi and conducted a pre-deployment course on Mali together with Egmont.

Scuola Superiore Sant’Anna (SSSUP), Italy

The SSSUP has been a very active and supportive member of ENTRi and is chairing the working group on certification. Besides providing guidance and sharing its experiences in curricula development, SSSUP has substantially contributed to ENTRi by conducting, amongst others, PD trainings for Libya and specialisation courses on Human Rights.

Federal Department of Foreign Affairs (FDFA), Switzerland

The Swiss Expert Pool for civilian peacebuilding (SEP), of the FDFA, was especially active in the E-learning working group, as well as in the ToT working group and collaborated with ENA for years on the courses on Governance in Mali.

Stabilisation Unit (SU), United Kingdom

The Stabilisation Unit is a civil-military agency that supports the UK government to build stability in conflict-affected states overseas. It is based in London and trains civil experts for multilateral missions on behalf of the Foreign and Commonwealth Office. Within the ENTRi framework the Stabilisation Unit was especially engaged in discussions concerning the quality and content of HEAT training courses. The Stabilisation Unit also contributed greatly to the implementation of the joint conference of EUPST and ENTRi in The Hague.

3.2 Is the above agreement between the signatories to continue?

Yes, with all but three partners (DEMA, the MoI ITC of Hungary and International Alert)

3.3 Relationship to State Authorities
ENTRi tried to make contact with all EU Member State’s state authorities that were sending civilians to crisis management missions. Increasingly, we have also been approached by Ministries of EU member states. Through CIVCOM and other high-level meetings in Brussels, information was shared. ENTRi partners are in bilateral contacts with their own governments and shared information with the ENTRi network.

3.4 Relationship to other organisations

ENTRi Associates:

![United Nations Peacekeeping](https://un.org/peacekeeping) ![OSCE](https://www.osce.org)

The United Nations Department for Peacekeeping Operations’ Integrated Training Service (UN-ITS) and the Organisation for Security and Cooperation in Europe were Associates of ENTRi. We communicated by email, shared input and invited each other to events that were of mutual interest.

A Memorandum of Understanding was signed between ENTRi and APSTA, the African Peace Support Trainers’ Association. This was done as a token for cooperation and envisaged the potential availability of one or two spaces for relevant APSTA applicants to ENTRi courses who fulfilled the conditions for participation. In a similar vein, a verbal agreement has been made with the East African Standby Force to encourage African participants to ENTRi courses.

The European Security and Defence College (ESDC) became an associate of ENTRi.

The ENTRi coordination team received information requests from a wide range of people from the public who happened to find information on ENTRi in the public domain. Journalists and researchers also contacted ENTRi for information.

At the EU-level, ENTRi has made continuous efforts to keep CMPD and CPCC as well as other EU offices informed about its activities.

3.5 Links to other actions

ENTRi has actively been in touch with the coordinating body of the European Police Forces Training and invited them to their coordination hub to share the lessons learned.

**Joint ENTRi/EUPST conference on the interoperability of civilian and police training**

A joint conference on the inter-operability between police and civilian training in the context of crisis management missions in cooperation between ENTRi and the European Union Police Services Training (EUPST) was held from 18 to 20 November 2015 in The Hague, Netherlands. (See Agenda, Summary and Recommendations in Annex)
Hosted by the Dutch Ministry of Defence, the conference signified the kick-off of EUPST II and the future cooperation between ENTRi and EUPST. Both projects were key instruments in the European training architecture for crisis management missions promoting peace and stability. The conference aimed to bring together European stakeholders involved in pre-mission training for both civilian and police personnel and focused on issues of mutual interest to civilian and police training providers in order to identify areas for increased synergy and cooperation. Results of the conference will feed into the implementation of both projects, further EU-level policy-making, and training developments by individual stakeholders.

3.6 Link to previous actions of ZIF funded through EU grants

In the past, ZIF was an official partner to previous EU-funded actions as part of the European Group of Training. This lasted from the year 2002-2010 and was managed by ASPR Austria, FBA Sweden and International Alert from the United Kingdom, respectively. Subsequently, ZIF managed ENTRi I and then ENTRi II.

3.7 Cooperations with the services of the Contracting Authority
ZIF and the ENTRi Secretariat maintained very good relationship with FPI throughout the various project phases. We informed each other regularly on changes in project implementation and received very informative and friendly responses to all enquiries.

4. Visibility

The project’s visibility has been implemented according to the EU Communication and Visibility Manual. A specific ENTRi project visibility plan has been written at the beginning of the project and shared with the relevant units in Brussels during ENTRi I. This document has since been revised and edited. Visibility of the ENTRi project can be demonstrated at various levels. Below you find the most prominent ones:

4.1 ENTRi Handbook *In Control*

The first edition of the deployment handbook *In Control* was in such high demand, mainly by national focal points and crisis management missions that paid for the printing costs and shipping, that the initial 2500 copies that were printed for ENTRi course participants quickly ran out. The handbook was used as a reference and tool to help staff understand concepts, abbreviations and challenges that mission personnel face on a day-to-day basis. Regardless of what background and experience mission staff have, which mission they are going to and where they are from, the ENTRi handbook illustrated information in a language that is clear and simple to understand.

To avoid duplication, relevant handbooks, guides and publications of international organisations and governments that were widely used in the past have been collated and their content revised. Copyrights have been cleared and content brought together. The design and layout for the guide has been outsourced to a designer who won the tender during ENTRi I and is now following the framework agreement with ZIF.

The chapters within the handbook are organised, following the deployment cycle of a person. The handbook starts by assisting crisis managers to mentally and physically prepare for a mission before their departure. Later, mission reality and practical tools (e.g., communication skills, map reading skills) relevant in a field-setting will be addressed, varying types of operations (monitoring missions, police missions, etc.) and organisations (e.g., European Union, African Union, and United Nations) outlined, and theoretical concepts (e.g., SSR, human rights, rule of law) explained. Finally, the handbook will address coping strategies to deal with stress and guide staff through procedures when returning home from a mission.

The design of *In Control* has been developed with its usability in mind. The cover is made of a material that bends and can easily be wiped clean, and the size is such that it can be put into the crisis manager’s pocket.

Because of the high demand for the handbook, a second edition with both updated and additional content was produced by the ENTRi Coordination team. 5,000 hard copies of the second edition were printed in October 2014.

At the end of ENTRi II the third edition of ENTRi *In Control* handbook was completed and also translated into French. This edition is going to be published on paper, digitally, and via the *In Control* app under ENTRi III.
Embarking on a crisis management mission?

This handbook will accompany you the whole way through the mission and back home. It will serve you as an introduction to crisis management missions with hands-on information and practical advice for your everyday life and work in the field. This handbook offers a concise and handy overview and illustrates relevant concepts in clear and simple language - to help you stay 'in control' at all times.
Foreword

Our European Union is increasingly perceived as a global security provider. Our partners know they can rely on us. Our Union has deployed civilian and military missions on three continents. We can mobilise an impressive and unparalleled number of foreign policy tools, ranging from peacekeeping to development aid, from peace-building to state-building. Our aid workers and soldiers, electoral observers and trainers are currently engaged at all corners of this planet. Our personnel abroad is world-class, in terms of professionalism and expertise.

It is then crucial that we keep investing to guarantee the highest level of preparation among our staff. This handbook has been produced under Europe’s New Training Initiative for Civilian Crisis Management (ENTRI), a capacity building program created by the EU’s Instrument contributing to Stability and Peace. The previous editions of this handbook have proved particularly popular: such a success has brought us to
publish this new edition, but also to make its contents available on new platforms – through the ENTRI website and, more recently, with an app for mobile devices. You are serving Europe and all our citizens. We have a duty to provide you with the best and the most up-to-date tools for your everyday work.

All our men and women on the ground perfectly understand the need for continuous training: since ENTRI was launched, we have seen that a great number of those who ask for training already have a good amount of experience in the field. And yet each new assignment, each new environment represents a new challenge. This handbook can help civilian experts deal with cultural sensitivities, or better understand human rights issues in a new country. The ENTRI team has tried to make this handbook as concise and practical as possible, while also covering a broad range of real-life situations.

Our crisis management capacities are being tested on a daily basis. Our citizens’ security calls for our Union to play an active role in stabilizing war-torn countries, or in protecting peace and fundamental rights in our region and beyond. This is a top priority for our foreign policy: disengagement is not an option.

So let me wish the very best to all readers, as you take up your new assignments. You might be heading to far-away places, but your activities are at the core of our foreign policy. You can truly show Europe’s best face to the world.

Federica Mogherini
High Representative of the Union for Foreign Affairs and Security Policy
Vice-President of the European Commission

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18. Disarmament, demobilisation and reintegration (DDR)
4.2 ENTRi Handbook *In Control* as a web-based app:
http://in-control.entriforccm.eu/

Based on the content of the ENTRi *In Control* Handbook a mobile app was designed. The app does not only make the *In Control* handbook accessible electronically on mobile devices, it will also serve as a flexible container that can incorporate additional e-learning elements at a later time. During the first online access of the web-app, it is stored on the user’s device and available offline by saving the app as a bookmark on the respective smartphone, tablet, or personal computer.

Similar to the paper-based handbook it contains valuable advice for work and daily life in a mission, as well as information on the structures of international peace operations. Additionally, there are interactive checklists for going on a mission and a multiple-choice-quiz that tests the user’s knowledge on peace operations. Further on, an interactive world map informs about EU, UN, OSCE, and other organizations’ peace operations.

Since the app was launched in June 2015, it has had 4,331 users. 70% of all hits were via desktop, 26% by smartphone and 4% by means of a tablet, whereas the amount of the latter two is rising the most. Furthermore, 70% are direct accesses, 20% of the users use search engines and 10% access the app through links. Due to the relatively small amount of users, we deem it recommendable to strengthen the promotion of the app.

The line graph above shows the number of users who opened the *In Control* app between June 2015 and July 2016.
4.3 Homepage: www.entriforccm.eu

The ENTRi website contained information on the project itself, its donor and partners, context and activities. The ENTRi website was linked by its logo to websites of partner organisations, including the ZIF website. Partner logos were also visible on the website for the sake of visibility.

After four years of runtime, the ENTRi website was being updated to include a re-launch in responsive design to improve outreach and accessibility for mobile users. The updated design of the ENTRi website is similar to that in the following screenshot, though the redesign is still in progress and some changes will still be made.

Since its launch in June 2011 the website listed nearly 113,000 visits.
4.4 Flyer

To increase visibility and improve outreach efforts, ENTRi produced a flyer introducing the project with information on the consortium and project activities, including working groups. This flyer is not only handed out in ENTRi training courses, but more importantly distributed by ENTRi partners at networking events and on other occasions to raise awareness of ENTRi and the opportunities it offers for crisis management missions as well as national focal points responsible for recruitment.

4.5 Branding

A branding Toolkit was created by the project team. All partners have had access to the Branding Toolkit – all promotional activities and materials were supposed to adhere to the project’s key messages and branding guidelines stated within this document. Teaching material have been handed out during training courses which contain the ENTRi/EU logo.

Power Point presentations on ENTRi are being presented at the beginning of each training and promotional material is distributed whenever possible.
Giveaways

A number of project memorabilia was developed and shared with all stakeholders. Among them, there were international travel adapters, protection sleeves for cards (against RFID skimming), reflectors for biking and portable powerbanks. All of them depict the project logo and were received well by the target audiences.

Email/Phone

ENTRi has been promoted via e-mail, over the phone and via its webpage which includes an enquiry email address.

Face to face/video conferences

Whenever deemed possible, the project team was happy to meet face-to-face with project stakeholders to promote the project. This was arranged back-to-back during conferences, seminars and bi-lateral meetings. Contact details of staff members were made available on the homepage and on email signatures.
5. Location of records, accounting and supporting documents

At ZIF in Berlin.

Name of the contact person for the Action:

Dr. Almut Wieland-Karimi

Signature:

Berlin,

-------------------------------
Dr. Almut Wieland-Karimi

Date report due:

Date report sent:
Annexes:

- Sample In- and Out-tests
- Training Impact Evaluation Mission Report on HEAT courses
- Training Impact Evaluation Mission Report on Pre-deployment Libya courses
- ENTRi II External Evaluation Report
- Training needs assessment of national staff working for IOs in the Ukraine
- List of ENTRi Certified Courses
- Final Report of the Certification Working Group
- Final Report of the Training of Trainers Working Group
- Concept Notes ‘Train the Trainers’
- Minutes of Expert Meeting on HEAT (Brussels, February 2016)
- Minutes of ‘Pre-deployment training of civilian crisis management personnel: Challenges, Lessons Learned, Good Practices’ seminar in Rome
- Steering Group minutes
- Agenda, Summary and Recommendations of ‘Inter-operability between Police and Civilian training in the context of Crisis Management Missions’ joint Conference (The Hague, November 2015)
- Agenda of EEAS Security Committee Meeting (Brussels, September 2014)
- Final Report of E-Learning Working Group
- Course evaluation of participants of ‘Empowerment of Local Staff in International Organisations in Kosovo’ Training
- Final Report of the Evaluation Working Group