



The European Association of Peace Operations Training Centres (EAPTC)



FINAL REPORT

**2nd Annual Meeting
12-13 March, 2014, Stans-Oberdorf, Switzerland**

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Executive summary

The annual meeting of the European Association of Peace Operations Training Centres (EAPTC) was organised by the Swiss Federal Department of Foreign Affairs (FDFA) and the International Security Sector Advisory Team of the Geneva Centre for the Democratic Control of Armed Forces (DCAF/ISSAT) from 12-13 March 2014, in Stans, Switzerland. The meeting brought together over 40 participants from various European training institutions.

The meeting provided members the opportunity to share information on their ongoing and planned activities. The main focus of the meeting was to discuss lessons learned and challenges in the design and delivery of Peace Support Operations (PSO) trainings.

Based on the sessions, the key lessons learned from PSO trainings include:

- **International cooperation is a force multiplier:** The value of training together and sharing the burden not only reduces costs but also enhances learning and coordination;
- **The value of adopting a comprehensive approach to training:** Adopting a comprehensive approach to training by including police, military and civilian components can lead to effective learning and foster future cooperation on the ground.
- **Aligning training with the operational needs and ground realities:** Effective learning can only happen if trainings are aligned with the operational needs and ground realities. Trainings should also target the right audience.

The key challenges for PSO trainings include:

- The limited number of pre-deployment trainings on substantive issues;
- The absence of a pool of qualified experts to design and deliver PSO trainings and to ensure quality and consistency across trainings;
- The development of a comprehensive approach to training that targets the police, military and civilian components;
- The lack of human and financial resources to implement CSDP training policy;
- Evaluating the impact of trainings.

Participants also discussed how to move forward with the EAPTC. Key recommendations included:

- The creation of a web platform for information sharing;
- The sharing of member information via ENTRi and the future EAPTC platform;
- The broadening of the EAPTC membership.

The Austrian Armed Forces International Centre (AUTINT) volunteered to host the next annual meeting of the EAPTC in Vienna, Austria, in April 2015.

Day 1: Wednesday 12 March 2014

Session 1: Opening remarks and welcome

The participants were welcomed by Colonel (GS) Fridolin Keller, Commandant of the Swiss Armed Forces International Command (SWISSINT). Col. Keller provided a brief overview of Peace Support Operations of Switzerland, the international engagement of the Swiss Armed Forces, and ongoing cooperation with other countries.

Thereafter, Daniel Fasnacht of the Swiss Federal Department of Foreign Affairs (FDFA) and Eleanor Pavey of the International Security Sector Advisory Team (ISSAT) of the Geneva Centre for the Democratic Control of Armed Forces (DCAF) welcomed the participants.

Following these welcome speeches, participants were given the opportunity to introduce themselves.



Commandant SWISSINT, Colonel (GS) Keller, welcoming participants

Session 2: Overview of the Association: EAPTC and the EAPTC Concept

-Chair: Petteri Taitto, ESDC-

Petteri Taitto, of the European Security and Defence College (ESDC), explained that the main purpose of establishing the EAPTC in 2013 was to bring together like-minded professionals from Europe and to strengthen cooperation and coordination in the area of training. The EAPTC was set up as the European chapter of the International Association of Peacekeeping Training Centres (IAPTC). Unfortunately Markus Feilke, the Chair and main organiser of the 1st meeting was unable to attend this year's meeting, but sent his regards.

David Lightburn, IAPTC liaison within the EAPTC was involved in drafting the EAPTC articles last year. He provided an overview of the IAPTC and explained the linkage with the EAPTC. The IAPTC was established in 1995 by Canada's Pearson Peacekeeping Centre with approximately 20 members. Today, between 170 and 200 practitioners attend the annual meetings. The key characteristics of the IAPTC include:

- Voluntary
- Open (including academics, police, defence, civil society)
- Informal (no government views)
- Diverse (more than just institutions)
- Adaptable (programme changes to needs)
- Multifunctional (balanced)

IAPTC membership is not formal; anyone with an interest in peacekeeping training and education can attend its meetings. Participants of the last two IAPTC annual meetings (included in a mailing list) are considered as IAPTC members. These participants are included on the IAPTC website.

The IAPTC consists of several regional chapters including:

- APSTA (Africa): Established in 2002, a relatively formal association
- ALCOPAZ (Americas): Established in 2008, a primarily military focused association
- AAPTC (Asia-Pacific): Established in 2010, a less formal association

- EAPTC (Europe): Established in 2013, least formal association

The primary focus of the EAPTC is to encourage networking and establish partnerships with other similar networks. A new host will be appointed each year to organise and plan the next EAPTC annual meeting.

Eleanor Pavey then reviewed the 2013 EAPTC meeting. The host for this meeting was the Federal Police Academy in Lübeck, Germany. The purpose of the meeting was the establishment of a European chapter to the IAPTC, given that regional chapters were already established in all other regions. The main goals of such a chapter included: to be cost-effective, strengthen coordination and cooperation, continue high quality trainings, and share good practice related to the design and



Participants listening to presentations during day 1 of the meeting

delivery of peace operations trainings. The scope of the EAPTC goes beyond the EU, but remains within the geographical boundaries of Europe. Ms. Pavey explained that this was a deliberate choice in order to remain comprehensive and to include all actors in this field.

Some key outcomes of the 2013 meeting included: agreement on the name “EAPTC”, the draft Articles of Association, and the decision to keep the organisation informal. The 2013 participants reflected on the role and activities of the EAPTC for the year and also assessed key training needs through group discussions.

Questions & Answers

- The IAPTC will celebrate its 20th anniversary next year. Will there be any special events?
No special events are planned at the moment. David Lightburn invited members to provide suggestions.
- Not all countries are represented at this meeting. Do we want to invite more people to the table?
The EAPTC meeting is open to all individuals and organisations located in Europe. All current members are free to forward information on the Association to any interested parties. Last year’s mailing list, as well as the European mailing list of the IAPTC, was used to send out invitations for this year’s meeting.
- Do the objectives of the EAPTC include conveying (political) messages to leaders etc.?
The EAPTC is a reactive Association, it is not pro-active. Active engagement with political leaders will not be carried out by the Association, but members are free to circulate information on the Association and the outcomes of the meeting as seen fit.
The IAPTC began including a thematic focus to their meetings since 2002. The outcomes to the meetings are shared with the organisations and are included on the IAPTC website. This can be used as a starting point to talk to other partners and stakeholders. The topic of this year’s IATPC meeting is “Towards a global peacekeeping training architecture”.

- It is useful to share information and best practices. But this could sometimes be a challenge. When looking for funding for training, there can also be competition. Some participants responded that they do not see any signs of competition. Due to existing resource constraints, close collaboration is not merely desired, but also necessary.

Session 3: The multilateral approach to training

-Chair: Eleanor Pavey, DCAF/ISSAT-

In this session the EU and the UN presented some of their key training approaches and activities.

Horst Koukol, of the European External Action Service (EEAS), gave background information on the organisation. The EEAS provides guidance and support to various trainings, with a focus on the needs of the practitioners in the field. This includes the coordination, the sharing of information, training material and exercises.

The key lessons learned include:

- In order to explore existing training opportunities, Member States should be encouraged to share their national training activities within the annual EU Training Programme;
- Make use of the EU's Schoolmaster system to share information;
- It is important to focus on systematic training opportunities for contracted staff (including pre-deployment training);
- Develop minimum standardised training elements for the Common Defence and Security Policy (CSDP) trainings (including for training on specific skills);
- Develop operational standards that are in line with operational needs & ground realities;
- Need for careful selection of course participants;
- Value of including participants from non-member States and representatives from international organisations.

The key challenges that were identified included:

- Lack of sufficient pre-deployment training (important to make more use of Internet-based Distance Learning (IDL), and to organise more residential courses in Brussels as well as in Member States);
- Train and equip (essential to make a clear mapping of necessary categories of equipment, focus on financing and funding under EU financial instruments, and develop a systematic approach to CSDP training);
- Implementation of new CSDP training policy (to develop an EU training policy including guidelines, and create an annual training programme based on a needs assessment).



Plenary session during the meeting

Barbara Nicoletti, of the EEAS, provided details about the Goalkeeper Project. Goalkeeper is a web-based information hub. It consists of 4 applications that support the following activities: training, recruitment, information sharing and institutional memory, within the framework of the EU's

Common Defence and Security Policy (CDSP). **Schoolmaster** focuses uniquely on training activities. The website is not very user-friendly, but is currently being revised. Schoolmaster provides information on courses that are relevant to CDSP missions. **Headhunter** is based on a catalogue of standard job descriptions and should facilitate calls for contributions and the identification of qualified/available personnel. **Registrar** is a roster application. Details of practitioners/experts in Registrar can be matched with the job descriptions available on Headhunter. Schoolmaster then makes the link between recruitment and training. Schoolmaster can be accessed by training institutions. The other applications, Headhunter and Registrar, are not available externally.

Key challenges include:

- Capitalisation of existing resources – to make fully known and accessible what has already been developed within Goalkeeper platform;
- Fixing and re-engineering – make the web interface more user-friendly to encourage increased use;
- Stakeholder’s enhanced cooperation – involve Member States’ training centres and consortia, EU training providers and non-EU actors in the development of the Schoolmaster platform functionalities;
- Applications interlinkage – ensure that courses in Schoolmaster are linked to Standard Job Descriptions in Headhunter and to the Expert Registration Forms in Registrar.

Petteri Taitto, of the European Security and Defence College (ESDC), presented the main objectives of the ESDC, its structure as well as its key network members. The ESDC adopts a comprehensive approach to its trainings. The trainings focus on a range of topics and different levels (not just strategic). Special focus is given to enhancing cooperation with partner countries outside the EU and outside the NATO. The ESDC training concept focuses on function-specific training for practitioners who will be deployed to CDSP missions. All courses use Internet-based Distance Learning (IDL). However, in order to obtain optimal results, it is best to combine IDL with face-to-face trainings.

Questions & Answers

- Are there synergies/complementarities between the ENTRi project and the ESDC?
The training audiences differ slightly as ENTRi’s focus goes beyond the EU. In addition, the Goalkeeper project focuses on synergies between all training institutions and sharing this information with partners within and outside the EU. Overall, the EU has a good coordination mechanism. The next stage should focus on building on these synergies.
- Are the ESDC courses ENTRi certified?
The ESDC does not certify courses. That is the responsibility of the individual training institutions.
- Does the ESDC also focus on EU-UN cooperation?
The ESDC fosters an open approach and would like to include more UN participants in its trainings.



Questions and Answers session

Emma Sajben, of the United Nations Institute for Training and Research (UNITAR), provided an overview of UNITAR and its activities. UNITAR has the mandate to train member states. Its work is complementary to the work of other UN agencies and departments. All UNTAR courses are needs-based. UNITAR’s approach includes the following:

- Partnerships: The partner focuses on course content, whereas UNITAR focuses on developing and providing suitable training methodology;
- Internal and external quality assurance;
- Training-of-trainers (ToT): This is a niche area of UNITAR and emphasises the importance of the training – coaching – mentoring cycle in order to achieve sustainable results.

UNITAR also develops and provides E-learning courses. UNITAR’s general courses are available free of charge. All facilitated courses require a minimal fee. UNITAR recently launched a new course on “Child soldiers and security sector actors”. In addition to these courses, participants can also access other material including videos, training manuals etc.

The key challenges identified by UNITAR include:

- Strengthening the network – increasing the outreach of UNITAR training programmes;
- Absence of a pool of qualified experts;
- Difficult to assess impact of trainings.

David Lightburn then briefly introduced the UN training architecture project. The main objective of this project is to take a comprehensive look at all current UN training activities. The project will include designing a vision and framework for UN trainings, and to identify key focus areas. As a result of this project, it is hoped that the UN will be better equipped to deal with pre-deployment training and thereby enhance the effectiveness of peacekeepers in the field. The project will also focus on other training providers and organisations in order to make a comprehensive assessment of specific gaps and needs related to peace operations trainings.



David Lightburn during one of his presentations about the UN and the upcoming IAPTC meeting

The next IAPTC meeting will focus on the development of a global peacekeeping training architecture. There is a need to continue to map what is out there and to determine how to work together with other training networks and organisations, in order to enhance the effectiveness and efficiency of peacekeeping training worldwide.

Anne-Sophie Allegre, of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), explained the background of the organisation and highlighted the United Nations Humanitarian Civil-Military Coordination (UN-CMCoord) activities. The course entitled “Support to Humanitarian Action in Responding to Emergencies and Disasters” (SHARED) was also discussed more in detail. This course primarily targets military peacekeepers, and provides a platform for these actors to better engage with civilians in humanitarian situations and to contribute to humanitarian action.

OCHA has recently created a Google platform for Humanitarian-Military Dialogue which includes the latest information and updates on all its UN-CMCoord activities (see <http://tinyurl.com/HMDDialogue>). This site also includes a calendar of upcoming activities including training events. Various materials are available on the site. The main purpose and goals of this platform is to encourage transparency in relation to OCHA's activities in UN-CMCoord, to facilitate networking and coordination, to maximise opportunities, and to create joint initiatives. The Humanitarian-Military Dialogue Community of Practice is an open Google+ platform that offers a shared space for a dialogue on civil-military related issues. It was launched in February 2014. The Humanitarian Kiosk provides up-to-date information on emergency situations around the world.

Questions & Answers

- What is the role of social learning and IDL in the Integrated Training Service (ITS)?
This is an area that needs careful attention. These aspects should be better used and better packaged. It is useful to have a discussion on these topics.
- How does the Google platform relate to the virtual On-Site Operational Coordination Centre (OSOCC)?
OSOCC focuses on natural disaster response. It encourages the exchange of information in the preparation phase. It does not focus on peacekeeping operations. The Google platform will complement this site. The platform emphasises the need for information sharing. Private spaces can be created for specific working groups if required.
- The main audience for UNITAR's ToT programmes is national institutions. How can we build on sustainability and ensure coordination in the field with other similar ToTs that are being offered?
There is a certain level of coordination with DPKO. But of course more can be done. In general, UNITAR does not offer specific courses. All courses depend on the needs of the partners.

Session 4: Sharing of information and lessons learned on peace operations trainings

-Chair: David Lightburn, IAPTC-

In this session, members shared information regarding their latest training programmes and discussed lessons learned.

Volker Jacoby, of the Centre for International Peace Operations (ZIF), introduced the German Training Partner Platform (TPP). TPP is a platform aimed at promoting a comprehensive approach to training. It includes partners from the armed forces, the police and civilian fields. The focus of the TPP is to maximise synergy by enhancing information sharing as well as the exchange of trainers. It also focuses on increasing the number of joint projects. Overall, there is a need for greater cooperation at the national and international level within Europe.



Volker Jacoby introducing the German Training Partner Platform

The experience of the German TPP could be transferred to the European level, making use of the EAPTC. Together with its partners, TPP is exploring avenues of further cooperation through sharing of information (e.g. establishment of a joint information portal), and joint use of resources (e.g. mobile comprehensive training teams). Further moving in this direction, EAPTC as a comprehensive platform could complement ENTRI (civilian), by making use of ENTRI's experience and good practices (standardisation, certification, evaluated training with state-of-the-art methodology).

Annalisa Creta, of the Scuola Superiore Sant'Anna, discussed the International Training Programme for Conflict Management (ITPCM). ITPCM is a post-graduate programme that focuses on the training needs of personnel involved in international field operations. This involves research & analysis, training, monitoring & evaluation, and consultancy services. ITPCM has partners and clients within the UN, EU, AU and various other international organisations and NGOs. It is a member of various international training networks (e.g. ENTRI, IAPTC/EAPTC, IDEA).

Key challenges include:

- Training impact evaluation;
- Integration among training activities related to civilian personnel and those devoted to military and police officers in view of "integrated missions".

Key lessons learned include:

- A harmonised knowledge management approach throughout the Scuola Superiore Sant'Anna;
- Policy oriented research to inform training development based on the needs of direct/indirect beneficiaries of training.



Annalisa Creta leading one of the group discussions

Thereafter, Ms. Creta introduced plans to discuss peace operations training under Italy's EU Presidency. Within this framework, a brainstorming workshop will be organised in the 2nd half of 2014. The workshop will focus on "The 2012 Plan of Action to Enhance EU CSDP Support to UN Peacekeeping - Reflections on the state of the art in its implementation". The workshop will reflect upon the specific aspects of the roadmap of the 2012 Plan of Action and will assess what has been achieved to date. Based on the discussions during the workshop, challenges and lessons learned will be identified. Participants will include EU member states/officials/training institutions as well as UN officials.

Another planned activity is the international workshop on "Training needs and standards for civilian capacities" – within the ENTRI project framework. This workshop will take place as a back-to-back event to the previous one. It will focus on the training needs for civilian capacities and on how to develop training standards based on these needs. Participants will include CIVCOM representatives, national focal points, training institutions and relevant international organisations.

Lena Larsson, of the Folke Bernadotte Academy (FBA), provided an overview of FBA. The organisation mainly supports the UN, EU and OSCE and consists primarily of civilian experts. FBA's key objective is to integrate experience gained in missions into research and training. FBA is a partner of ENTRI.

In addition to providing an overview of FBA, Ms. Larsson focused on the upcoming Viking Exercise (scheduled for 31 March to 10 April 2014). Exercise Viking is a training platform aimed at enhancing one's skills to work better together. It is a real-time scenario/simulation. The Swedish Armed Forces and FBA jointly share the responsibility for this exercise. The exercise emphasises the multidimensional and multifunctional approach of peacekeeping. There will be several training sites throughout Europe and various organisations will be trained, including military, police and civilian personnel. For the first time this year, the EU Civil Administration will be part of the training. Practitioners who will be trained come from headquarters and offices on the operational and tactical level. The exercise is complemented by gaming and computers. It creates a platform for dialogue and discussion prior to and during the exercise. Open days have been arranged to provide insight into this year's exercise.

Opportunities and challenges identified by FBA include:

- The exercise is complementary to other trainings (bringing into practice what has already been learned);
- It is valuable to train together (mix of UN, EU, NATO, AU and NGO representatives);
- Large exercises require a lot of resources – importance of sharing the burden;
- Preparation to the exercise is rewarding – learning experience;
- Importance of starting preparations early to achieve a comprehensive approach.

Heini Utunen, of the Crisis Management Centre (CMC) Finland, briefly explained the activities of CMC which is an International Centre of Expertise in Civilian Crisis Management, Peacebuilding and Humanitarian Response. The CMC trains, recruits, equips and deploys Finnish experts (civilian, police, military, and border guards) for various missions (e.g. EU, UN, NATO, OSCE). After a mission, the feedback and lessons learned are used to improve future trainings. CMC is involved in several training activities in Africa including: 1) Gender, Peace and Security training project with the Cairo Regional Centre for Training on Conflict Resolution & Peacekeeping in Africa (CCCPA) targeting future peacekeepers and experts from Northern Africa, and 2) Integrated Crisis Management trainings led by FINCENT with the Eastern Africa Standby Force Coordination Mechanism (EASFCOM) targeting the Eastern African Standby Force.



Participants during one of the group discussions

The key lessons learned include:

- Organise training activities in the same geographic areas as ongoing missions/seconded experts;
- Importance of flexibility that will enable one to adapt to rapidly changing conditions within project cycle.

The key challenges include:

- North African Regional Capability (NARC) and the Eastern Africa Standby Force (EASF) are at different stages in reaching their full capability;

- Ensuring attendance of all three components (civilian, military, police) from all concerned countries is challenging. Increasing the number of female participants is also a challenge.

The presentation of Francesco Bruzzese del Pozzo was postponed to day 2 of the meeting.

Questions & Answers

- Should a simulation be a “must” in a (core) training?
A lot of FBA trainings are based on scenarios. It is clear that a scenario enhances the training. This is similar to trainings conducted within the ENTRI framework where all certified trainings include a simulation.
- Scenarios take up a lot of resources. It would be useful if someone could establish a “scenario-bank” in order to gather and share more scenarios with training institutions.
This could be useful but it is important to focus on the informal sharing of information first.
- How can the EAPTC complement TPP?
The TPP operates at a national level. Its focus includes, but extends beyond, peace operations. The focus of the EAPTC is on peace operations.

Day 2: Thursday 13 March 2014

Welcome

The 2nd day of the meeting started with the postponed presentation of Francesco Bruzzese del Pozzo. In addition, extra time was given to Nicholas Seymour to briefly elaborate on Transparency International’s activities and to Silva Lauffer to explain the ENTRI project more in detail.

Francesco Bruzzese del Pozzo, of the Centre of Excellence for Stability Police Units (CoESPU), discussed the European Police Services Training Project. The background of this project is related to problems and needs encountered during missions, including: 1) The different operating procedures required for integrating the experience of many police identities, and 2) the different operating tools required to share and compare capabilities and procedures. The Italian Carabinieri are the promoters of this project, but they work with various international partners, including the EU. Key objectives of the project are: 1) enhance capabilities, 2) create harmonised approaches, and 3) mainstream human rights. The target group includes the EU, and also the UN, OSCE and AU police officers. The key outputs include: a glossary, a police handbook, training curricula, and SOP for Police Headquarters.



Participants listening to presentations on day 2 of the meeting

Questions & Answers

- What is the main audience and what is the duration of the training?
The audience includes 1,400 police officers from: EU (850), Africa (440) and non-EU (90). The average duration of a course is 10 days to 2 weeks.

Nicholas Seymour, of Transparency International (UK)'s Defence and Security Programme (TI(DSP)), elaborated on the work undertaken by the Programme and the importance of raising awareness on issues related to corruption and integrity. TI(DSP) provides advice and training and conducts assessments, particularly with regard to identifying areas of corruption risk. In this respect, it is important for all to understand the implications of corruption in a mission area and the consequences in terms of the mission's ability to implement its mandate. Corruption is both a cause and consequence of conflict and failure to understand its implications can endanger the credibility of the mission and prolong its life. It follows that it is essential to include building integrity and anti-corruption in training curricula to ensure that all personnel are aware of the challenges that will confront them in their daily work. TI(DSP) can provide advice and assistance and is in regular contact with training organisations and others engaged in working with defence and security institutions in a number of countries.

Questions & Answers

- Does Transparency International have pre-formulated stand-alone modules?
In general, modules are tailored to the needs of each training audience. However, there are certain common issues that are relevant to all situations and TI(DSP) has developed a generic framework module that is available on request.

Silva Lauffer, of the Centre for International Peace Operations (ZIF), provided more information about ENTRI. ENTRI is a 5.8 million Euro capacity-building programme, initiated in 2011. It is funded by the European Commission (90%) and co-funded by the 13 European training institutions who together comprise the members of ENTRI. Implementing partners include EU member states and Switzerland. Twice a year, ENTRI consortium members meet and discuss a division of work.



Silva Lauffer explaining the ENTRI project

ENTRI course participants are very diverse (various nationalities, civilian, police, and some military representatives). There is a detailed point system to select participants which is transparent and clarifies why some practitioners are not selected. The ENTRI programme links training and recruitment and ensures that course applicants that are to be deployed to a mission or are already working in one, will get preferential treatment in the selection process. More recently, greater numbers of police officers have been included in ENTRI courses as a way of developing a more comprehensive and inclusive

approaches to trainings. There is no fee to attend ENTRI training courses. In case of pre-deployment courses, ENTRI also covers international transportation.

Partnerships amongst consortium members are key to ENTRI in order to facilitate the following: 1) exchange of trainers, and 2) sharing learning experiences. Approximately 16 courses are organised on average each year. The content of the courses can flexibly be adapted to the international situation and to the training needs of the participants and their organisations.

Different working groups have been established to maximise the sharing of available experience and resources from within the 13 partner institutions. This includes working groups on the following topics: 1) evaluation –evaluations are conducted and impact is measured at different times during and after the training, 2) Certification – it takes on average 6 weeks to receive ENTRI certification and

it is free of charge, 3) Training-of-Trainers, and 4) E-learning. More information can be found on the ENTRi website: www.entriforccm.eu.

ENTRi has also developed a handbook. The electronic version can be found here: [“In Control: A Practical Guide for Civilian Experts Working in Crisis Management Missions.”](#) A second edition will be printed shortly. An overview of the various courses can also be found on the ENTRi website. Statistics can be provided upon request.

Questions & Answers

- EEAS wishes to underline the importance of ENTRi and ESDC in its current work.
- Are there only face-to-face trainings or does it include blended courses with E-learning? And are the courses only available in English?
Discussions are currently ongoing for the inclusion of e-learning courses into certain modules. Most of the ENTRi courses are face-to-face. There is no development/design yet to offer blended courses. Courses are mainly offered in English, but some courses are conducted in French (e.g. the HEAT training for Mali).
- Other remarks regarding the ENTRi project include:
 - It is an EU project, but not limited to EU missions;
 - It is a useful platform;
 - ENTRi is not an exclusive club. At the moment, for administrative purposes, only one member per country is accepted. However, in future this can be flexible. Organisations can also be involved in working groups. Members were invited to be pro-active and contact Ms. Lauffer to explore possibilities for collaboration.

It is important to keep in mind that E-learning complements other courses. The networking aspect of face-to-face trainings cannot be underestimated.

Session 5: Overview of European peacekeeping training centres

-Chair: Eleanor Pavey, DCAF/ISSAT-

This session provided an overview of European peacekeeping training centres, their activities and their needs.

Commandant Jasmin Čajić, of the Peace Support Operations Training Centre, Bosnia & Herzegovina (PSOTC) began by introducing his organisation, including the history, mission, and structure of PSOTC. The overall goal of PSOTC is to provide support -via peace support operations (PSO) training and education- in the field of PSO, to the efforts of BiH’s contribution to international peace and security. PSOTC currently has 5 NATO accredited courses, and 1 UN accredited course. Additionally, the academic accreditations are in line with the Bologna process. Overall, there is a good mix of military and civilian students in all courses. PSOTC has established partnerships with several



Participants during the meeting, from left to right: LTC Conny Hansen (SWEDINT), Lena Larsson (FBA), and Col Jasmin Čajić (PSOTC)

national and regional training centres and various (international) institutions. Future cooperation will focus on: 1) exchange of students, 2) exchange of instructors, and 3) Training-of-Trainers.

The key lesson learned includes:

- Taking a comprehensive approach to training.

The key challenge includes:

- The inclusion of lessons learned into the training process.

LTC Jari Salonen, of the Finnish Defence Forces International Centre (FINCENT), explained how Finland deals with Peace Support Operations (PSO). Part of Finland's PSO trainings is organised by the brigades and part by FINCENT. Following this, LTC Salonen provided a brief introduction about the



LTC Jari Salonen discussing the Finnish approach to PSO

structure of FINCENT and its main tasks. These tasks include: 1) conducting (inter)national courses and exercises, 2) supporting Finnish civil crisis management efforts, 3) dispatching Finnish students to international courses, and 4) cooperating with (inter)national civilian and military partner organisations. The courses provided include UN and NATO trainings, as well as courses organised in collaboration with the Crisis Management Centre (CMC) Finland.

One of FINCENT's key partnerships is the Nordic Defence Cooperation (NORDEF) on PSO training.

NORDEF is a cooperation between 4 countries who share responsibilities and work (including an exchange of participants and facilitators) in relation to PSO trainings. Another important partnership is with CMC Finland. Together, they form the Finnish Centre of Expertise in Comprehensive Crisis Management, a cooperation between the MFA and the MoD. Other key partners include the EU, UN, NATO and the AU.

Quality assurance is a key aspect of FINCENT. The Centre is part of the standardisation process within the National Defence University, it emphasises on documenting existing standards and procedures that are based on ISO 9001 and NATO Allied Quality Assurance Publications (AQAP).

Questions & Answers

- What is the relation with the NATO architecture, and the timeframes?
At the moment, FINCENT is analysing the outcome of its PSO trainings. It is also focusing on enhancing coordination with international institutions. The findings of the former will inform FINCENT's decisions on moving forward with PSO trainings. NATO military approval is currently pending.
- How do you ensure there is no redundancy with mobile training teams?
Mobile training teams are very interesting, but how to use these teams primarily depends on the type of target group. It is important to have comprehensive and coordinated approach.

Commandant William R. Boevé, of the Dutch School for Peace Operations (NLD-SPO), provided background information to the school, including its location, history and structure. The school focuses on trainings at both the tactical and operational level. All personnel involved in a mission go through a training at the school. The school focuses on individual mission training. The functional/troop training is the responsibility of individual units/brigades. The main objectives of the

school include: 1) organising mission oriented training, 2) conducting (inter)national task-specific training, 3) providing security training (HEAT) to officials of various ministries, and 4) offering training to external (inter)national organisations (including ICC, journalists, and NGOs). International partnerships include the IAPTC/EAPTC, the NATO working group on Training & Education for Peace Support Operations (TEPSO), and Four Peace Central Europe (4-PCE).

Key lessons learned include:

- International cooperation is a force multiplier;
- Create the right balance between national and international interests.

Key challenges include:

- Balance national and international interests;
- Ensure that regional cooperation is in line with the directives of the Army/Defence Command.

Commandant Claus Amon, of the Austrian Armed Forces International Centre (AUTINT), provided an overview of his organisation, including its mission and structure. AUTINT's key peacekeeping training activities include the general Peace (Support) Operations P(S)O training and the pre-deployment training assistance. In addition, AUTINT undertakes various other activities including: 1) national training assistance, 2) exchange of instructors, 3) sending training assistance teams to other institutions, 4) the Four Peace Central Europe (4-PCE) partnership, 5) host nation support for Partnership for Peace (PfP) activities, and 6) participation in/contribution to various working groups and activities. Key partnerships are created on various levels (regional, national, international), as well as with civilian organisations. The 4-PCE partnership is an important initiative. It focuses on the standardisation, harmonisation and synchronisation of approaches during missions.



Commandant Claus Amon providing an overview of AUTINT

Key lessons learned include:

- Importance of networking;
- Value of integrated training.

Key challenges include:

- To be a valuable partner within the training community;
- To create a comprehensive training approach.

Questions & Answers

- Are children also included in HEAT trainings?
The minimum age in the Netherlands is 18. However, the decision to include children also depends on their parents.
- Are journalists included as only participants or also as facilitators?
They are included as facilitators, especially in role plays.

- What is the involvement of the MFA in these trainings?

The NL MoD also has discussions with the MFA regarding preparations for trainings (e.g. for the Mali mission). The Austrian MoD also works closely with the MFA. Trainings provided are broader than just peacekeeping.

- What system is used to monitor/evaluate courses, to assess their impact?

At the end of a big exercise, the training is evaluated with/by the external organisations. Austria mentioned that it gathers feedback every 3-4 months. Trainers deployed also provide their feedback after a mission. All feedback is gathered and integrated into future trainings.



During presentations many interesting questions were raised by participants

- How do you tailor trainings for different audiences?

As the client is king, there is always a discussion with the client to identify the needs and the various options that are available.

- At the moment there are about 20 HEAT courses available in Europe. It is good to know where these courses are and if they are open to the public. Schoolmaster is a good tool for this.

- Are courses ENTRi certified?

In 2015 the HEAT courses in the Netherlands will be ENTRi certified.

Session 6: Trends and needs related to peace operations trainings within Europe

-Chair: David Lightburn, IAPTC-

In this session, members discussed key trends in peace operations trainings in groups and assessed the training needs for civilian, military and police personnel. Below is a summary of the group outcomes.

Civilian Group

The group stressed that the key focus should be on capacity building. Important questions to answer include: where, what, how, for whom training is required. The target group should include international experts and participants. The exchange of experts could be very useful. In order to build capacity, it would be useful to have a toolbox available. Capacity building should focus on practices and implementation, as well as on challenges. It is essential to keep the costs in mind.

Key ideas to focus on in moving forward:

- 1) A Training Needs Assessment (how to conduct this?);
- 2) Tools/topics (what areas/themes should we focus?);
- 3) Geographical scope (what region(s) should be the focus?);
- 4) Partners (with whom should we create partnerships – international, national, regional?);
- 5) Standards (focus on ENTRi, ESDC, UN?);

- 6) Evaluation/Assessments (what are the best and most effective ways of conducting them?);
- 7) Coordination (what channels, how to communicate, use of Goalkeeper, other applications?);
- 8) Focus on Capacity Building (integrate lessons learned?).

Police Group

Often, all officers are sent to the same organisation for a mission (e.g. UNPOL), but different countries have different approaches. Examples were provided of the various national approaches (e.g. in Italy, Sweden, and Germany). Overall, each country has its own approach in relation to pre-deployment training and the selection of personnel. It is clear that these differences pose major challenges and it is important to try to harmonise this. The harmonisation process also contains challenges e.g. Italy has little impact on deployment, Germany has no access to direct funding, Norway has a lack of available instructors, and Sweden mentioned the challenges with the lack of a common pedagogical approach since all countries have their own way of learning and training.

Only some trainings are organised jointly (e.g. the Police Masterclass on SSR, or some courses in Africa).

Camilla Unsgaard of the Swedish Peace Support Operations & International Development Cooperation, was asked by David Lightburn to briefly explain the Induction project and the further development of Sweden's pre-deployment training. According to UN standards, the aim of induction training is to "equip peacekeepers with the knowledge of issues that are considered to be of importance to the mission and that will enhance their early integration into the system as well as facilitate commencement of early support to mission operations". When induction training does not fulfil this aim, police officers can be inadequately



Group work during the 2nd day of the meeting

prepared to assume the duties of implementing the mission mandate. The Global Training Needs Assessment recommends improving induction training. Against this background, a new UNPOL induction training programme has been developed in UNMIL as part of the Police Induction Training Project. The project was launched in 2013 by the Swedish Police Peace Support Operations Unit in cooperation with the UN mission in Liberia (UNMIL) and the Department of Peacekeeping Operations (DPKO). The project aims to develop an induction training programme for UNPOL in UNMIL that can be used as a model in other UN Peacekeeping Operations. A new induction training programme has been developed and implemented in UNMIL since the end of September 2013.

Additionally, The Global Training Needs Assessment concluded that there were duplications in the contents of Pre-Deployment Training and Induction Training since the Standardised Generic Training Modules were used for both activities. In order to harmonise and synchronise both trainings, the Swedish Police Support Operations Unit have- as a logical connection to the Induction project- further developed the Swedish pre-deployment training, that was recognised by UN in 2010. The

enhanced pre-deployment training is still under development and is estimated to be completed by September 2014.

Military Group

Training for capacity building should be done together – there is a need to focus on a comprehensive approach and also to facilitate the exchange of information. At the moment, there are many pre-deployment trainings available. It can be useful to create a database with information about these trainings (including who is doing what and the available funding). The pre-deployment trainings are often quite generic. But nowadays, more trainings are being tailored to the needs. At the moment, similar trainings are provided simultaneously, which is a significant challenge.



Participants sharing the findings of their group discussions

Other challenges for the EAPTC include:

- Exchange of information well before annual meetings:
 - o The next host is not just a facilitator, but will also be responsible for the contact and interaction between members and partners;
 - o It is important to think about a main question for next year’s annual meeting;
 - o It would be good to have representatives from all components (civil, military, police).
- At the moment some European countries are still missing:
 - o It is good to have them also on board.

Recommendations include:

- Do not only focus on the discussion but try to create a structure for this
- Organise an annual meeting regarding pre-deployment work

Intermediate session

Before the break, a few announcements were made regarding next year’s annual meeting and the EAPTC logo.

Next year’s annual meeting

Commandant Claus Amon of AUTINT volunteered to host the 3rd Annual meeting of the EAPTC in 2015. Options for dates include 1) 20-23 April 2015, or 2) 13-16 April 2015. It is recommended that participants arrange a flight that departs in the evening of the last day or the day after, so that everyone will be present during the entire meeting. The meeting will be held in Vienna. Accommodation will be arranged. AUTINT will set up a database for invitations. Participants were requested to inform AUTINT of any other institutions who should be invited to the EAPTC meeting. Captain Markus Martitsch will be the Point of Contact. The 2015 meeting will not to focus on briefings but to spend more time on group discussions.

FINCENT and CMC have volunteered to organise the 4th Annual meeting of the EAPTC in 2016. Sweden proposed to be a backup option for 2016.

EAPTC logo

The team of Markus Feilke (host of last year's EAPTC meeting) created a logo with the text EAPTC and a European map in the background. There was some discussion about the use of the European map. *It was finally decided to use the logo without the map, but with a white background.* This final logo- also used in the present report- will be used from now on as the official EAPTC logo.

Session 7: Moving forward with EAPTC & preparations for 2014 IAPTC meeting

-Chair: Eleanor Pavey, DCAF/ISSAT-

This session included a discussion on the EAPTC's role within the IAPTC, the development of an EAPTC identity, fostering collaboration with other regional associations and EAPTC's contribution to the upcoming IAPTC meeting. Participants discussed these issues within groups. The outcomes can be read below.

Working group 1

The contribution to the upcoming IAPTC meeting in Indonesia should include the following key points:

- A short history of the EAPTC (an emphasis on who we are, including some facts and figures)
- A focus on the specific character
 - o Open/informal
 - o A mix of military/civilian/police
 - o Various existing standards/initiatives for harmonisation (e.g. regarding certification and HEAT courses)
- Examples of existing networks/initiatives within the EAPTC (what are we currently doing)
 - o ENTRI
 - o Police cooperation
 - o Regional (military) cooperation
 - o VIKING exercise



Group discussions on day 2 of the meeting

Some of the challenges for the EAPTC are closely related to the nature and focus of the EAPTC: what do we want to achieve in the future?

- Expanding membership
- Enhancing cooperation

Working group 2

For the EAPTC, it is important to reflect the current situation in Europe and its diversity. This means there should be a focus on EU as well as non-EU members. We need to think of how we could include more members. When focusing on peace support trainings, it is important to emphasise pre-deployment training and training for specific missions. When looking at the target group, a comprehensive approach needs to be taken. For EAPTC, it is important to look several years ahead and keep the basis of the EAPTC, the EAPTC articles, in mind.

Some of the activities for next year should include:

- Create a simple platform for sharing information (e.g. something different from website, in line with CoP of ISSAT, or the Google site of UNOCHA)
- Sharing information via ENTRI? An EAPTC platform (with logos and links)
- Discuss various training methods used by members
- Membership should be in line with IAPTC: flexible
- It is good to have a flexible secretariat
- It is good to gather more information to increase EAPTC membership
- It is important to have a focus on working groups, input from members on possible topics of interest is required
- After the minutes are finalised, the next host will take over

When taking the various activities into account, it is important to prioritise and not to create an overload.

Working group 3

One of the key points is to focus on a comprehensive approach. Important trainings include:

- Leadership training: there are very good examples in Europe
- Civilian Crisis Management training: this provides a good contribution to peacekeeping

The present and upcoming host should present the information at the IAPTC meeting this year.

Possible activities for next year include focus on:

- Evaluations/Lessons learned
- Mobile training teams
- Information sharing (via Google, Facebook, email, etc) – it is important to check the feasibility of these options as some organisations have security restrictions

Regarding membership, it could be interesting to have a look at Russia. When a current member intends to propose membership to a new organisation, it is recommended that current EAPTC members are informed of this intention prior contacting the potential member.

Closing remarks

All members were thanked for their participation and contributions.

The results and conclusions of this meeting will be sent to all participants via email.

ANNEX A: Overview of websites referred to during the meeting

Organisation	Website
African Peace Support Trainers Association (APSTA)	http://www.apsta-africa.org/index.php/en
Asociación Latinoamericana de Centros de Entrenamiento para Operaciones de Paz (ALCOPAZ)	http://www.mindef.mil.gt/alcopaz/historia.html
Association of Asia-Pacific Peace Operations Training Centres (AAPTC)	http://www.aaptc.asia
Austrian Armed Forces International Centre (AUTINT)	http://www.bmlv.gv.at/english/forces/autint/index.shtml
Centre for International Peace Operations (ZIF)	http://www.zif-berlin.org/en
Centre of Excellence for Stability Police Units (CoESPU)	http://www.carabinieri.it/Internet/Coespu
Common Security and Defence Policy (CSDP)	http://eeas.europa.eu/csdp/index_en.htm
Crisis Management Centre (CMC) Finland	http://www.cmcfinland.fi
Dutch School for Peace Operations (NLD-SPO)	www.schoolforpeaceoperations.com
European External Action Service (EEAS)	http://www.eeas.europa.eu
European Security and Defence College (ESDC)	http://eeas.europa.eu/csdp/structures-instruments-agencies/european-security-defence-college/index_en.htm
Europe's New Training Initiative for Civilian Crisis management (ENTRI)	http://www.entriforccm.eu
Finnish Defence Forces International Centre (FINCENT)	http://www.fincen.fi/html/en/Homepage.html
Folke Bernadotte Academy (FBA)	http://folkebernadotteacademy.se/en
Geneva Centre for the Democratic Control of Armed Forces (DCAF)	http://www.dcaf.ch
Handbook: "In Control: A Practical Guide for Civilian Experts Working in Crisis Management Missions"	http://www.entriforccm.eu/entri-handbook.html
Humanitarian Civil-Military Coordination	http://www.unocha.org/what-we-do/coordination-tools/UN-CMCoord/overview
International Association for Peacekeeping Training Centres (IAPTC)	http://www.iaptc.org

Organisation (continued)	Website (continued)
International Security Sector Advisory Team (ISSAT)	http://issat.dcaf.ch
International Training Programme for Conflict Management (ITPCM)	http://www.itpcm.dirpolis.sssup.it
Peace Support Operations Training Centre (PSOTC)	http://mod.gov.ba/OS_BIH/struktura/Komanda_za_podrsku/KOiD/PSOTC/default.aspx?template_id=193&pageIndex=1
Platform for Humanitarian-Military Dialogue	http://tinyurl.com/HMDDialogue
Scuola Superiore Sant'Anna	http://www.sssup.it
Swiss Armed Forces International Command (SWISSINT)	http://www.vtg.admin.ch/internet/vtg/en/home/schweizerarmee/organisation/fsta/SWISSINT.html
Swiss Federal Department of Foreign Affairs (FDFA)	http://www.eda.admin.ch/eda/en/home/dfa/funkti.html
Transparency International Defence and Security Programme (TI (DSP))	http://www.ti-defence.org
United Nations (UN)	http://www.un.org
United Nations Institute for Training and Research (UNITAR)	http://www.unitar.org
United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)	http://www.unocha.org
Viking Exercise 14	http://www.forsvarsmakten.se/en/about/exercises-and-events/viking-14
Virtual On-Site Operations Coordination Centre (VOSOCC)	http://vosocc.unocha.org

ANNEX B & C: Agenda & Participant list

Second Annual Meeting of The European Association of Peace Operations Training Centres (EAPTC) 12-13 March 2014, Stans-Oberdorf, Switzerland

Day 1- Wednesday 12 March		
Time	Session Title	Speakers & Chairs
0900-0930	Registration	
0930-1000	Session 1: Opening remarks and welcome <i>Welcome and brief introduction by Swiss representatives.</i>	Commandant, SWISSINT Daniel Fasnacht, Swiss Federal Department of Foreign Affairs (FDFA) Eleanor Pavey, DCAF/ISSAT
1000-1030	Introduction of delegates <i>Introduction of delegates and their organisations.</i>	All
1030-1100	Break	
1100-1200	Session 2: Overview of the Association: EAPTC and the EAPTC Concept <i>Presentation of EAPTC, review of 2013 minutes and review of EAPTC Articles of Association.</i>	Chair: Petteri Taitto, ESDC Speakers: David Lightburn, IAPTC Eleanor Pavey, DCAF/ISSAT
1200- 1300	Lunch	
1300-1430	Session 3: The multilateral approach to training <i>Presentation of key training approaches and activities of the EU and the UN.</i>	Chair: Eleanor Pavey, DCAF/ISSAT Speakers: Horst Koukol & Barbara Nicoletti, EEAS- <i>EEAS Training for civilian CSDP – Policy and actors, & an Introduction to the Goalkeeper Project</i> Petteri Taitto, ESDC- <i>The European Security and Defence College – Contributing to the EU's Comprehensive Approach</i> Q & A Emma Sajben, UNITAR- <i>Latest online courses and activities for peace operations</i> Anne-Sophie Allegre, OCHA- <i>The Humanitarian/Military Dialogue Platform and overview of the SHARED course initiative</i> David Lightburn, IAPTC- <i>Towards a global peacekeeping training architecture</i> Q & A
1430-1445	Break	

1445-1600	<p>Session 4: Sharing of information and lessons learned on peace operations trainings <i>Members will share information on their latest training programmes and discuss lessons learned.</i></p>	<p>Chair: David Lightburn, IAPTC</p> <p>Speakers: Volker Jacoby, ZIF- <i>Update from the German Training Platform</i> Annalisa Creta, Scuola Superiore Sant'Anna- <i>Peacekeeping Training under Italy's EU Presidency</i></p> <p>Q & A Lena Larsson, FBA- <i>Cooperation on multifunctional civil-military exercises</i> Heini Utunen, CMC- <i>Overview of the African integrated crisis management course</i> Francesco Bruzzese del Pozzo, CoESPU- <i>The European Police Services Training Project</i></p>
1600-1615	Wrap up	
1630- 2200	Social event & official dinner	
Day 2- Thursday 13 March		
0845-0900	Welcome	
0900-1015	<p>Session 5: Overview of European peacekeeping training centres <i>Overview of peacekeeping training centres, their activities and needs</i></p>	<p>Chair: Eleanor Pavey, DCAF/ISSAT</p> <p>Speakers: Cdt. Jasmin Cajic, Peace Support Operations Training Centre, Bosnia & Herzegovina (PSOTC) Dpty. Cdt. Kimmo Salomaa/ Jari Salonen, Finnish Defence Forces International Centre (FINCENT)</p> <p>Q & A Cdt. William R. Boevé- Dutch School for Peace Operations (NLD- SPO) Cdt. Claus Amon, Austrian Armed Forces International Centre (AUTINT)</p> <p>Q & A</p>
1015-1030	Break	
1030-1230	<p>Session 6: Trends and needs related to peace operations trainings within Europe <i>Group discussions on key trends in peace operations trainings and assessment of training needs for civilian, military and police personnel.</i></p>	Chair: David Lightburn, IAPTC
1230-1330	Lunch	
1330- 1515	<p>Session 7: Moving forward with EAPTC & preparations for 2014 IAPTC meeting <i>Discussions on the EAPTC's role within the IAPTC, developing an EAPTC identity, fostering collaboration with other regional associations and EAPTC's contribution to the upcoming IAPTC meeting. Defining host for 2015 EAPTC meeting.</i></p>	Chair: Eleanor Pavey, DCAF/ISSAT
1515-1530	Closing remarks	

**List of Participants, Second Annual EAPTC Meeting
12-13 March 2014 Stans, Switzerland**



	Name	First Name	Title	Organisation	Country
1	Allegre	Anne-Sophie	Humanitarian Affairs Officer	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	Switzerland
2	Amon	Claus	Commandant AUTINT	Austrian Armed Forces International Centre (AUTINT)	Austria
3	Apáti	Zoltán	Commander	Hungarian Defence Forces Peace Support Training Centre	Hungary
4	Bichels	Norbert	Senior Chief Inspector	Federal Police Academy	Germany
5	Boevé	William R.	Commander	NLD School for Peace Operations (NLD-SPO)	Netherlands
6	Bruzzese del Pozzo	Francesco	Colonel	Center of Excellence for Stability Police Units	Italy
7	Čajić	Jasmin	Commandant of PSOTC	Peace Support Operations Training Centre (PSOTC)	Bosnia and Herzegovina
8	Creta	Annalisa	Researcher	Scuola Superiore Sant'Anna	Italy
9	Damkaas	Tor	Police Chief Superintendent	Norwegian Police University College	Norway
10	Eich	Irene-Maria	ZIF Training Coordinator	Zentrum für Internationale Friedenseinsätze (ZIF)	Germany
11	Fasnacht	Daniel	Head Expert Pool for Civilian Peacebuilding Section	Swiss Federal Department of Foreign Affairs (FDFA)	Switzerland
12	Ferrero	Carlotta	Senior Programme Officer	Geneva Centre for Security Policy (GCSP)	Switzerland
13	Glatzel	Ansgar	Lieutenant Colonel	German UN Training Centre	Germany
14	Halene	Ingeborg	Consultant Human Capacity Development	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Germany
15	Hansen	Conny	Lieutenant Colonel	Swedish International Centre (SWEDINT)	Sweden
17	Jacoby	Volker	ZIF Head of Training	Zentrum für Internationale Friedenseinsätze (ZIF)	Germany
18	Jimenez	Ximena	Professor	Peace Operation Training Institute (POTI)	France
19	Koukol	Horst	Senior Policy Officer	European External Action Service (EEAS)	Belgium
20	Kovanen	Timo	SSO PSO	Finnish Defence Forces International Centre (FINCENT)	Finland
21	Larsson	Lena	Director, Education, Training and Exercises	Folke Bernadotte Academy (FBA)	Sweden
22	Lauffer	Silva	Manager ENTRI	Center for International Peace Operations	Germany
16	Lewandowski	Jens	Chief inspector	Federal Police Academy	Germany
23	Lightburn	David	IAPTC liaison	International Association for Peacekeeping Training Centres (IAPTC)	Canada
24	Magris	Sabrina	President	Ecole Universitaire Internationale	Italy
25	Martitsch	Markus	Chief instructor	Austrian Armed Forces International Centre (AUTINT)	Austria
26	Mularoni	Raphael	Police expert	Swiss Federal Department of Foreign Affairs (FDFA)/ Human Security Division	Switzerland
27	Nicoletti	Barbara	Project Manager	European External Action Service (EEAS)	Belgium
28	Noergaard	Soeren	Course Director	Danish Military Police	Denmark
29	Pavey	Eleanor	Training Coordinator	DCAF's International Security Sector Advisory Team (DCAF/ISSAT)	Switzerland
30	Preuss	Gerd	Colonel (ret)	German Armed Forces Command and Staff College (FüAkBw)	Germany
31	Roettgen	Frank	Deputy Head of Training	Police College of North Rhine Westphalia - Department for International Deployments	Germany
32	Sajben	Emma	Training Consultant	United Nations Institute for Training and Research (UNITAR) - Peacekeeping Training Programme	Switzerland
33	Salomaa	Kimmo	Deputy Commander	Finnish Defence Forces International Centre (FINCENT)	Finland
34	Salonen	Jari	Lieutenant Colonel	Finnish Defence Forces International Centre (FINCENT)	Finland
35	Sanna	Hroar	Deputy	Norwegian Defence International Centre (NODEFIC)	Norway
36	Seymour	Nicholas	Senior Consultant	Transparency International Defence and Security Programme	UK
37	Taitto	Petteri	Training Manager	European Security and Defence College	Belgium
38	Trevisan	Roland	Head of Department of Foreign Assignments	State Police College Baden-Wuerttemberg	Germany
39	Unsgaard	Camilla	Course Director	Swedish Peace Support Operations & International Development Cooperation	Sweden
40	Utunen	Heini	Training Officer	Crisis Management Centre Finland	Finland
41	van Achterberg	Peter	Acting Training Director	Dutch School for Peace Operations (NLD-SPO)	Netherlands
42	van Oijen	Petra	Project Officer	DCAF's International Security Sector Advisory Team (DCAF/ISSAT)	Switzerland
43	Vermeij	Lotte	Head Civilian Capacity Programme	Norwegian Institute of International Affairs (NUPI)	Norway