



Berliner Zentrum für Internationale Friedenseinsätze (ZIF)

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Not-for-profit private limited company (gGmbH)

HRB 85737

Ludwigkirchplatz 3-4

10719 Berlin, DE

*Title of the Action:*

*Training of Civilian Experts for International Civilian Crisis Management and  
Stabilisation-Type Missions – ENTRi-III*

*Number of the Action:*

*No. ICSP/2015/375-318*

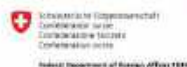
## Final Narrative Report



Europe's New Training Initiative for Civilian Crisis Management (ENTRI)



AUSTRIAN STUDY CENTRE FOR PEACE  
AND CONFLICT RESOLUTION – ASPR



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## **List of Abbreviations and Acronyms**

- AKNZ – Akademie für Krisenmanagement, Notfallplanung und Zivilschutz
- ASPR – Austrian Study Centre for Peace and Conflict Resolution, Stadtschlaining
- BDI – Diplomatic Institute to the Minister of Foreign Affairs of the Republic of Bulgaria
- C<sup>3</sup>MC – Certified EU Civilian Crisis Management Course
- CEP – Centre for European Perspective, Ljubljana
- CGTPO – Comprehensive Generic Training on Peace Operations
- CIVCOM – EU Committee for Civilian Aspects of Crisis Management
- CMC Finland – Crisis Management Centre Finland, Helsinki
- CMPD – EU Crisis Management and Planning Directorate (until 2019)
- CPCC – EU Civilian Planning and Conduct Capability
- CSDP – EU Common Security and Defence Policy
- DPKO – UN Department of Peacekeeping Operations (until 2019)
- EAB – Executive Academic Board of the ESDC
- EAPTC – European Association of Peace Operations Training Centres
- EC – European Commission
- EEAS – European Union External Action Service
- ENA – École Nationale d'Administration, Paris
- ENTRi – Europe's New Training Initiative for Civilian Crisis Management
- ESDC – European Security and Defence College
- EU – European Union
- EUAM – EU Advisory Mission
- EUCTG – EU Civilian Training Group
- EUISS – European Union Institute for Security Studies

EUPCST – EU Police and Civilian Services Training

EUPST – EU Police Service Training

FBA – Folke Bernadotte Academy, Sandö

FPI – Foreign Policy Instrument

HEAT – Hostile Environment Awareness Training

IAPTC – International Association of Peacekeeping Training Centres

ITS – UN DPKO Integrated Training Service

MMA – Monitoring, Mentoring and Advising

NATO – North Atlantic Treaty Organization

NIIB – Netherlands Institute of International Relations

NGO – Non-Governmental Organisation

OCHA – UN Office for the Coordination of Humanitarian Affairs

OSCE – Organization for Security and Co-operation in Europe

PDT – Pre-Deployment Training

QAF – Quality Assurance Framework

SSR – Security Sector Reform

SSSA – Scuola Superiore Sant’Anna, Pisa

SU – Stabilisation Unit, London

ToT – Training of Trainers

UN – United Nations

UNHCR – UN High Commissioner for Refugees

WG – Working Group

WGMOT – Working Group on Mission- and Operations-Related Training (a configuration of the EAB of the ESDC)

ZIF – Berliner Zentrum für Internationale Friedenseinsätze / Center for International Peace Operations, Berlin

## 1. Description

### 1.1. Name of Coordinator of the Grant Contract

*Berliner Zentrum für Internationale Friedenseinsätze gGmbH*  
Ludwigkirchplatz 3-4, 10719 Berlin, DE

### 1.2. Name and Title of the Contact Person

Dr. Almut Wieland-Karimi, Executive Director

### 1.3. Name of Beneficiaries and Affiliated Entities in the Action

- Austrian Study Centre for Peace and Conflict Resolution (ASPR)  
Rochusplatz 1, 7461 Stadtschlaining, AT
- Centre for European Perspective (CEP)  
Grajska cesta 1, 1234 Mengeš, SI
- Diplomatic Institute to the Minister of Foreign Affairs of the Republic of Bulgaria (BDI)  
2, Al. Zhendov Street, 1040 Sofia, BG
- École National d'Administration (ENA)  
1 Rue Sainte-Marguerite, 67080 Strasbourg, FR
- Egmont Institute – The Royal Institute for International Relations (Egmont)  
Rue des Petits Carmes 15, 1000 Brussels, BE
- Emergency Services College/Crisis Management Centre (CMC)  
Hulkontie 83, PO Box 1325, 70821 Kuopio, FI
- Federal Department of Foreign Affairs (FDFA), Directorate of Political Affairs,  
Human Security Division (HSD)  
Bundesgasse 32, 3003 Bern, CH
- Folke Bernadotte Academy (FBA)  
Sandövägen 1, 872 64 Sandöverken, SE
- NL Institute of International Relations (Clingendael, NIIB)  
Clingendael 7, 2597 VH, The Hague, The NL

- Scuola Superiore di Studi Universitari e di Perfezionamento Sant'Anna (SSSA)  
Piazza Martiri della Libertà, 33, 56127 Pisa, IT
- The British Stabilisation Unit (SU)  
King Charles Street, London SW1A 2AH, UK

#### **1.4. Title of the Action**

*Europe's New Training Initiative for Civilian Crisis Management (ENTRI) III*

#### **1.5. Contract Number**

ICSP/2016/375-318

#### **1.6. Start Date and End Date of the Action**

1 June 2016 – 31 May 2019<sup>1</sup>

#### **1.7. Target Countries and Regions**

The main focus of the project was to improve the human security of individuals living and working in crisis-prone areas when they are deployed to crisis management missions. Thus, target countries and regions were those hosting EU, UN, OSCE and AU crisis management missions.

#### **1.8. Final Beneficiaries & Target Groups**

##### **Target Groups**

The target groups of the project were those individuals who were directly positively affected by ENTRI's purpose. These were civilian crisis management missions (including their personnel) and civilian experts in general.

- Civilian Crisis Management Missions

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<sup>1</sup> Extended until 31 July 2019.



Civilian crisis management missions substantially benefitted from ENTRi, since their staff members are **equally** better prepared through standardised high quality training and through access to learning material. The ENTRi Secretariat made all efforts to ensure that local staff members are also included in its financed courses.

- Civilian Experts

Participants in Training courses increased their readiness to adapt rapidly to new work environments while better prioritising work tasks according to mission mandates. As with course participants of specialisation courses, the majority of participants managed to establish personal and professional networks with colleagues and across international organisations, based on the joint training experience. Specialisation course participants also reported that they managed to reflect on their own work and the mission mandates in a specific area of expertise.

### **Final beneficiaries**

Those who have profited from ENTRi at the level of the society or sector at large are from crisis-affected populations hosting crisis management missions. They benefitted from increased professional conduct of crisis personnel who work on the effective implementation of programmes and mandates.

- Governments and host societies

Governments nominating civilians for positions in international organisations benefitted from ENTRi, since EU Member States hold a (national) responsibility to prepare seconded staff before deployment. ENTRi capacity-building and learning initiatives filled 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. The ENTRi project gave governments and specifically their seconding units an option to prepare their staff free of charge before deployment or during their missions. In particular cases, where a government was only seconding a few people, it proved more financially viable at times to use ENTRi courses than to fund and organise courses by themselves. However, ENTRi courses could not, and did not intend to, replace national training initiatives.

- Training Institutions and other related entities

Course organisers (from private companies and the non-private sector alike), teachers and trainers benefitted from ENTRi. ENTRi's course concepts and agendas have been rigorously developed and modified to create a significant high quality repertoire of content which is downloadable online. Anyone

planning to run a training course, whether for mission staff or the wider public, is able to access and use these ENTRi resources free of charge and adapt them to their needs. ENTRi thereby multiplied its impact through making its training packages, toolboxes, E-Learning modules and Training of Trainer courses available online.

### **Other (indirect) beneficiaries**

Indirect beneficiaries included the affected populations of countries experiencing a crisis to which trained personnel are deployed. The assumption therefore is that they benefit from increased professional conduct and knowledge of crisis personnel who work on the effective implementation of programmes and mandates of international crisis management missions.

Other beneficiaries include local authorities, staff members of NGOs, university teachers, students and policy researchers working in the context of crisis management, who manage to get a spare space in a training course or use other ENTRi products available online. The *In Control Handbook*, for instance, has been used by university professors teaching a variety of classes and by students to prepare for their exams. Additionally, job seekers have requested *In Control Handbooks* to prepare for interviews.

## **1.9. Countries in Which the Activities Took Place**

The twelve implementing partners of the action (ENTRi III) were from different Member States of the EU and CH. The activities, however, were not limited to the European continent: Training courses took place in Europe as well as in Asia and Africa; ENTRi's online products were downloaded from its website from all over the globe. (For specific numbers see Chapter 4.2) At the same time, the ENTRi Secretariat organised and participated in several meetings, conferences and fairs. By doing so, it ensured the ENTRi project was presented to a wide audience, and lessons-learned were shared with relevant actors in the field.

### *Courses*

The following courses (specialisation and ToT), organised by ENTRi Consortium Partners, were implemented during the project:

Course Title	Organizer	Co-Organizer	Location	Date
Gender Advisers	FBA		Sandö, SWEDEN	20–25 Nov. 2016
Human Rights	SSSA	CMC	Addis Ababa, ETHIOPIA	16–24 Feb. 2017
ToT	CEP	ASPR	Pristina, KOSOVO	29–01 Nov./Dec. 2017
Mediation and Negotiation	NIIB	BDI	Tbilisi, GEORGIA	18–21 Dec. 2017
Introduction to Rule of Law	ASPR	ENA	Stadtschlaining, AUSTRIA	05–09 Feb. 2018
International Standards for the Protection of Individuals and Groups: A Training Course for Field Officers Working on Human Rights	SSSA	Egmont	Addis Ababa, ETHIOPIA	08–16 Feb. 2018
ToT	ASPR		Kiev, UKRAINE	21–23 Feb. 2018
ToT	CMC	ENA	Ramallah, PALESTINIAN TERRITORIES	17–19 Sep. 2018
ToT HR	SSSA		Pisa, ITALY	19–21 Sep. 2018
ToT	ZIF	CMC	Entebbe, UGANDA	20–24 Jan. 2019
SSR	ASPR		Brussels, BELGIUM	22–25 Jan. 2019
Human Rights	SSSA	CEP	Addis Ababa, ETHIOPIA	24–01 Jan./Feb. 2019
MMA	CEP	SSSA	Nairobi, KENYA	11–15 Feb. 2019
ToT	NIIB		The Hague, NETHERLANDS	26–01 Feb./Mar. 2019

In addition, many ENTRI-certified courses were carried out by third parties that were not funded by ENTRI. Those courses ran (and still run) in various locations across the globe, but are not included in the list above. For a detailed list of all ENTRI-certified course providers, please (see Chapter Output 2.1.) or visit the ENTRI website. ([“List of Certified Courses”](#))

### *Working Groups (WGs)*

Five thematic working groups were set up in ENTRI III in order to streamline project activities, better facilitate the sharing of specific expertise, and structure the project. Each respective Working Group was chaired by a member of the ENTRI consortium.

- Certification Working Group
  - Chair: SSSA
  - Location: Pisa, ITALY
- Evaluation Working Group
  - Chair: CEP
  - Location: Mengeš, SLOVENIA

- Training of Trainers Working Group
  - Chair: CEP
  - Location: Mengeš, SLOVENIA
- Course Package Development Working Group
  - Chair: ASPR
  - Location: Stadtschlaining, AUSTRIA
- E-Learning Working Group
  - Chair: ASPR (prior: SU)
  - Location: Stadtschlaining, AUSTRIA (prior: London, UNITED KINGDOM)

### *ENTRi Secretariat*

The ENTRi Secretariat was based in Berlin, GERMANY. It was co-located with Germany's Center for International Peace Operations (ZIF), which was also a member of the ENTRi consortium.

## **2. Assessment of Implementation of Action Activities**

### **2.1. Executive Summary of the Action**

ENTRi effectively built the capacities of personnel who will work, or is already working, in civilian crisis management missions outside the EU – whether these are missions of the European Union (EU), the United Nations (UN), the Organization for Security and Co-operation in Europe (OSCE) or the African Union (AU).

ENTRi III saw a shift in its approach compared to the previous two phases (ENTRi I and ENTRi II) by adopting a more decentralised approach and focusing on producing high-quality content of training material. To make more funding available to partners running Working Groups, the ENTRi Secretariat was reduced from three to two full-time staff members and one part-time staff member.

The goal was that the Working Groups, and, particularly its chairs (ASPR, CEP and SSSA), would take on additional responsibilities such as delivering qualitative input into the respective thematic areas dealing with evaluation, certification, course content development, e-Learning and Training of Trainers. Hence, a significant shift from ENTRi I and II to ENTRi III took place – from organising monthly courses on the ground to concentrating on supporting trainers worldwide with updated content on course topics, certification of courses and strengthening teaching methodology. The rationale

behind this was the fact that, in the course of ENTRi I and II, the consortium partners gained a wealth of experience while implementing courses and learned from each other. Instead of running one-off events, ENTRi made an even greater difference and use of its budget by exponentially increasing the amount of beneficiaries and the quality of output, by focusing on improving practices worldwide and sharing free quality training material online to be downloaded by educators everywhere.

During ENTRi III, the Secretariat's overarching responsibilities included the coordination of activities and consortium partners according to the regulations of the grant contract signed with the European Commission, as well as ensuring oversight and quality control of output. Additionally, the Secretariat supported the newly established Working Groups chaired by ENTRi partners, represented ENTRi at relevant events, edited, coordinated the translation and distribution of the *In Control Handbook*, and administered all expenditure, including bilateral contracts with partners, and supported audits and evaluators.

Beyond that, ENTRi III successfully implemented eight specialisation courses - attended by 171 participants who represented 52 nationalities - as well as six Training of Trainers courses - attended by 93 participants who represented 35 nationalities.

A variety of complementary mechanisms were used to capture feedback and measure the impact of ENTRi. Evaluations were conducted on the last day of each course and complemented by an electronic 6-months-post-course evaluation. Additionally, 'In-and-Out tests' were sometimes used to measure the actual transfer of knowledge. Participants of previous ENTRi courses were asked if the training increased their efficiency and effectiveness when returning to work. The subjective response of course participants was positive, as was the feedback that the ENTRi Secretariat has received informally.

The popular *In Control Handbook* was distributed during all of ENTRi-financed specialisation and Training of Trainers courses. ENTRi, with the financial support of EUPST II, translated the *In Control handbook* into Portuguese. EUPST II used the Portuguese version during the training courses in Portuguese-speaking Africa. Since requests for the French version have been steady, ENTRi has decided to translate the *In Control Handbook* into French. Following a request by the EU Mission in Libya, it was decided to also translate the handbook into Arabic; specifically, to support national staff members of missions in the Middle East. Additionally, the *In Control Handbook* was translated into Spanish. With the *In Control Handbook* being available in five different languages, ENTRi III has significantly expanded its outreach.

Furthermore, the certification process to harmonise course learning objectives, didactics and course content has received much attention. ENTRi III saw the certification of 24 additional courses and the renewal of certification of seven courses.

## **2.2. Results and Activities**

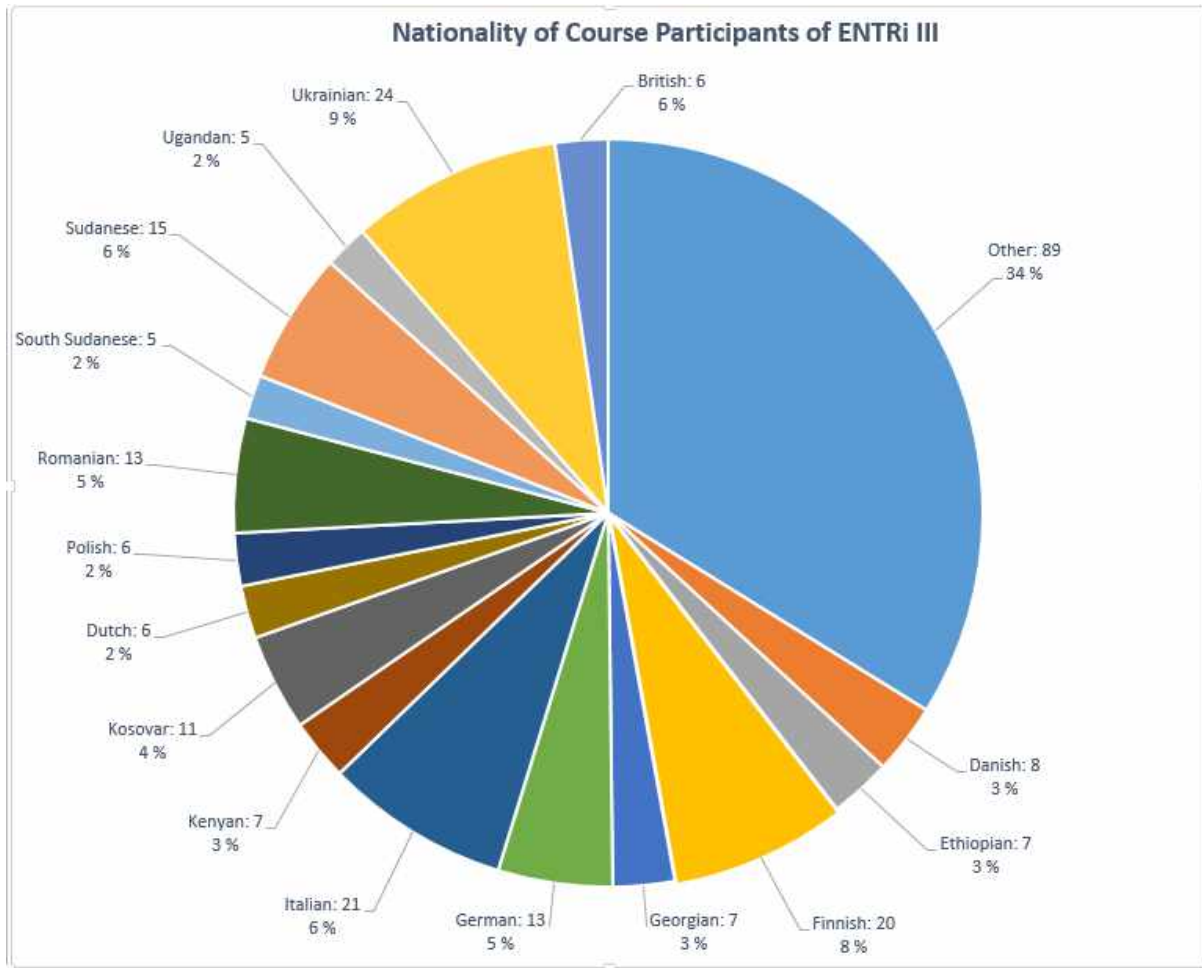
The activities and results are as follows:

### **A. RESULTS**

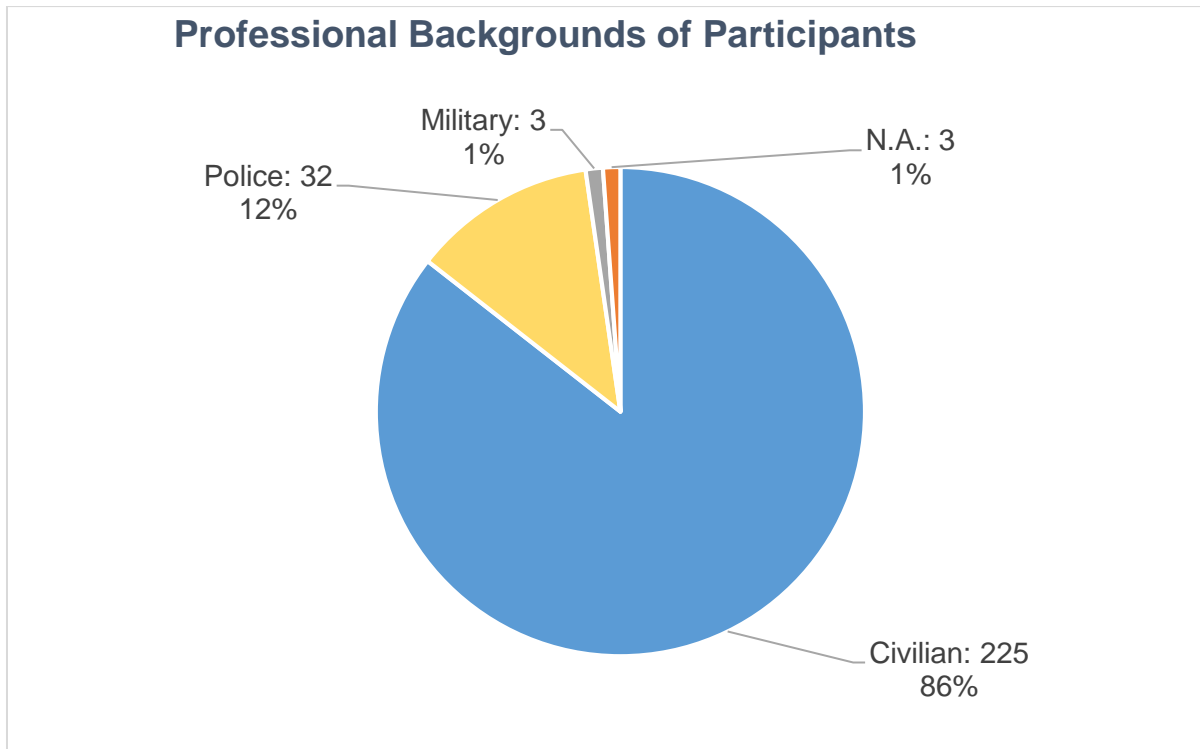
**Outcome R 1: Greater capacity of EU and other countries to deploy specialised and highly prepared personnel to EU and other international civilian crisis management-type missions.**

ENTRi III successfully implemented 8 specialisation courses - attended by 171 participants who represented 52 nationalities - as well as 6 Training of Trainers courses - attended by 93 participants who represented 35 nationalities.

The distribution of nationalities was as follows:

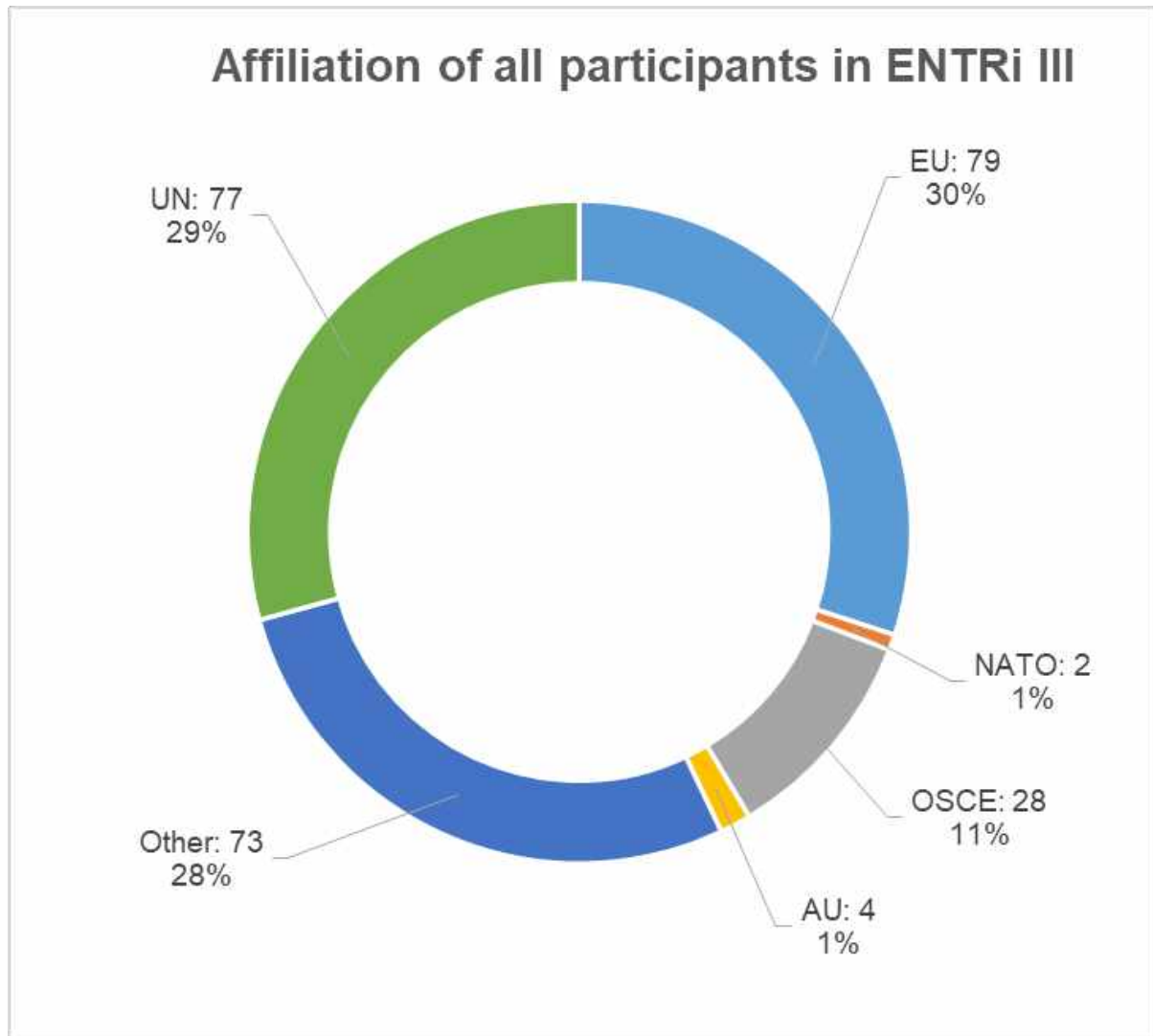


The number of civilians who attended ENTRI courses has risen significantly since the first and second phase of ENTRI (86% vs. 69%). NOTE: Participants with nationalities that were only present once or twice in a training were grouped together under 'Other'.

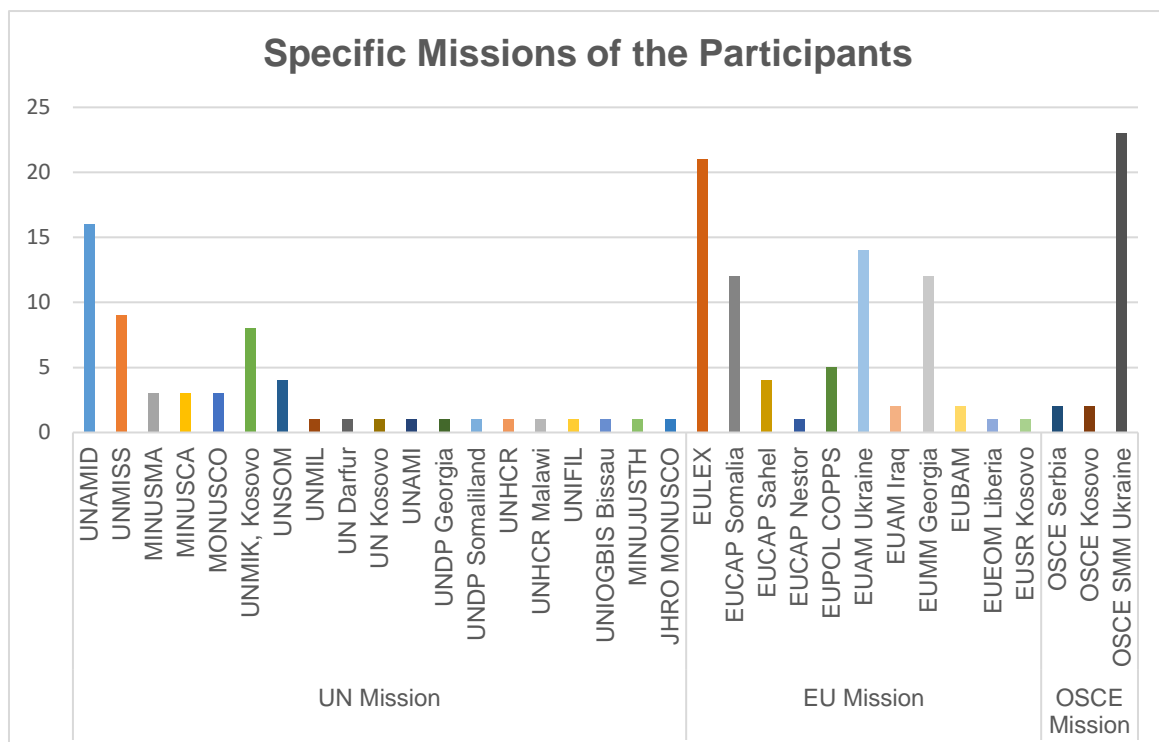
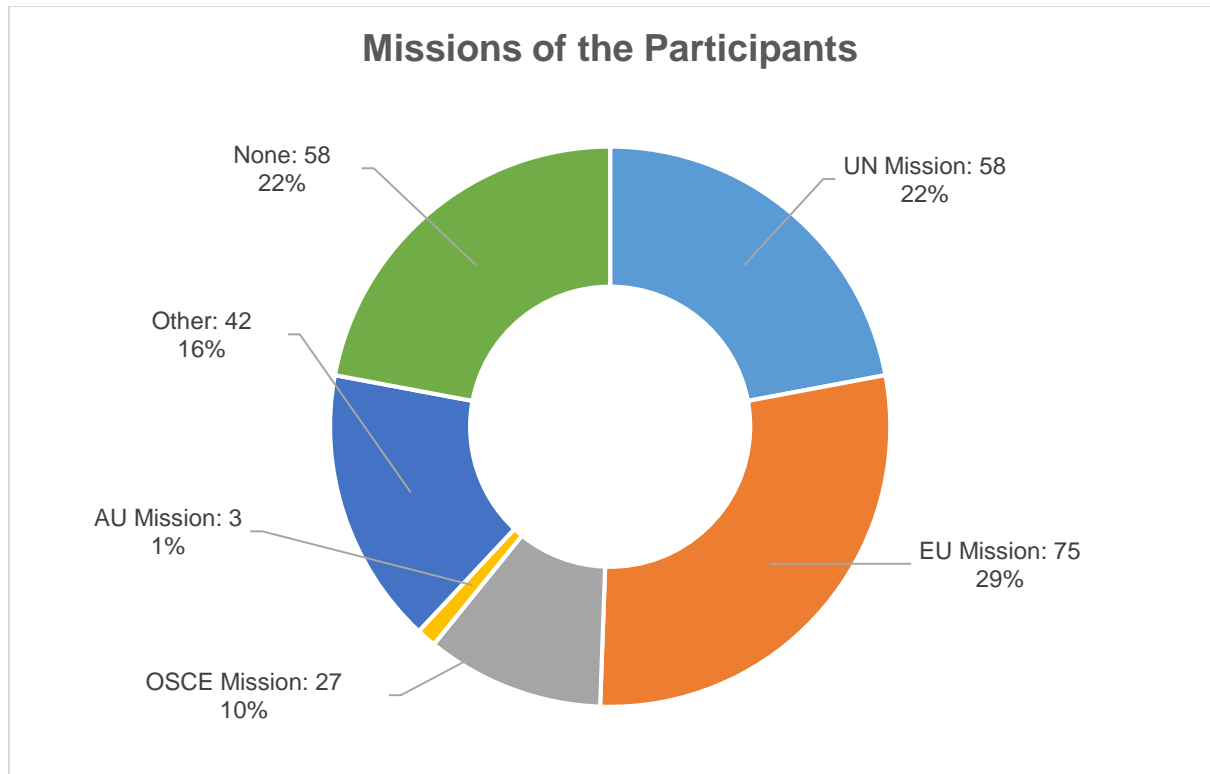


ENTRi was asked to ensure participation in courses of affiliates of different international organisations. The ENTRi Secretariat took this into consideration during the process of selecting participants.

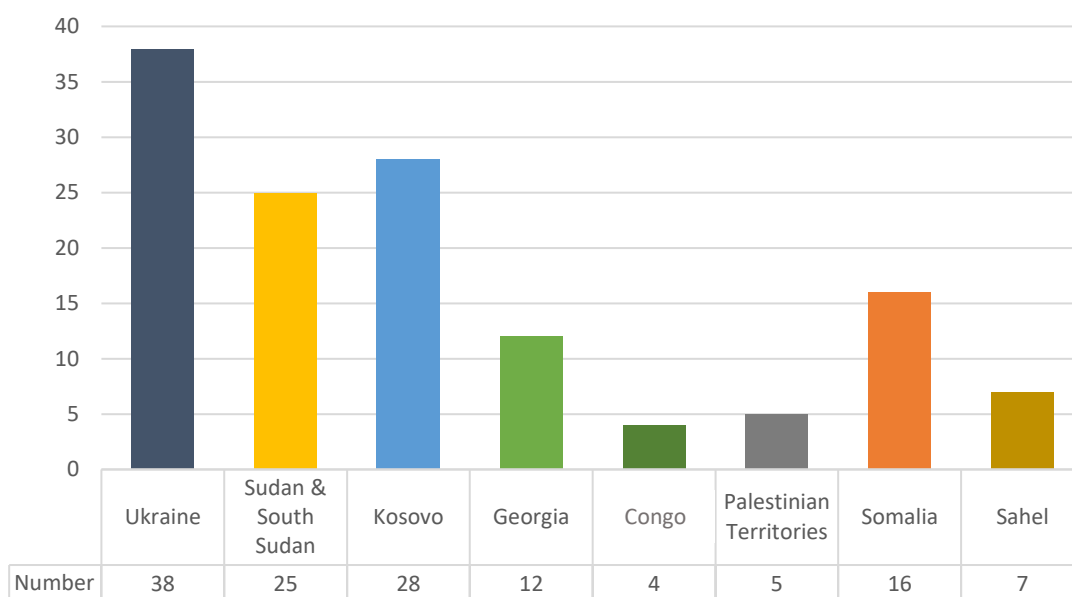




The organisational (and mission) affiliation of the participants can be seen below. Given a rising tendency of personnel changing from one organisation to another and back in the course of their careers (including back to their home countries), capacity building for personnel working in one organisation, in the long run, is expected to build the capacity of other organizations, too.



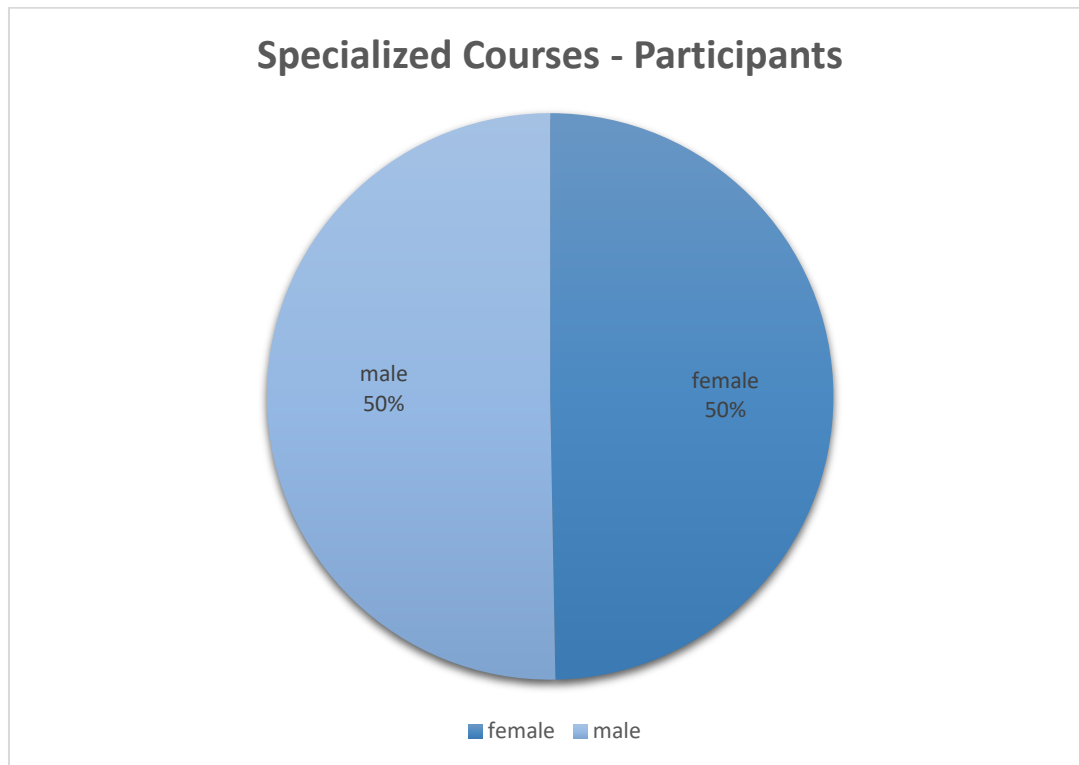
### Areas of Operation of Participants' Missions



As mentioned above, during the reporting period, the ENTRi Partner Consortium ran a total of eight specialisation courses:

#	COURSE TITLE	COURSE PROVIDER (LEAD)	COURSE PROVIDER (PARTNER)	LOCATION	DATE
8	<b>MMA</b>	CEP	-	Nairobi, KENYA	11.–15. Feb. 2019
7	<b>Human Rights</b>	SSSA	-	Addis Ababa, ETHIOPIA	24.–01. Jan./Feb. 2019
6	<b>SSR</b>	ASPR	-	Brussels, BELGIUM	22.–25. Jan. 2019
5	<b>Human Rights</b>	SSSA	Egmont	Addis Ababa, ETHIOPIA	08.–16. Feb. 2018
4	<b>Rule of Law</b>	ASPR	ENA	Stadtschlaining, AUSTRIA	05.–09. Feb. 2018
3	<b>Mediation and Negotiation</b>	Clingendael	BDI	Tbilisi, GEORGIA	18.–21. Dec. 2017
2	<b>Human Rights</b>	SSSA	CMC	Addis Ababa, ETHIOPIA	16.–24. Feb. 2017
1	<b>Gender Advisers</b>	FBA	-	Sandö, SWEDEN	20.–25. Nov. 2016

Over the course of the eight trainings, 171 individuals were trained (85 females and 86 males). Specialised knowledge transferred from ENTRi specialisation courses increased the capacity of EU and non-EU states to deploy specialised and highly prepared personnel into missions.

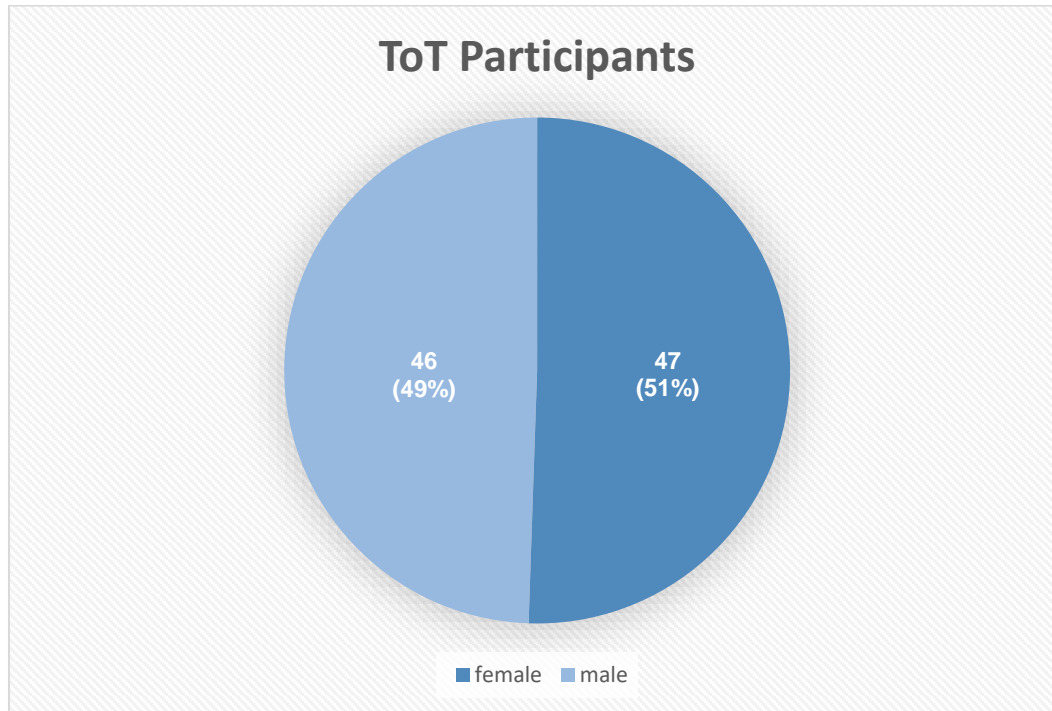


The following Trainings of Trainers (ToTs) took place:

#	COURSE TITLE	COURSE PROVIDER (LEAD)	COURSE PROVIDER (PARTNER)	LOCATION	DATE
6	ToT	Clingendael	-	The Hague, NETHERLANDS	26.–01. Feb./March 2019
5	ToT	ZIF	CMC	Entebbe, UGANDA	20.–24. Jan. 2019
4	ToT	SSSA	-	Pisa, ITALY	19.–21. Sept. 2018
3	ToT	CMC	ENA	Ramallah, PALESTINIAN TERRITORIES	17.–19. Sept. 2018
2	ToT	ASPR	CEP	Kiev, UKRAINE	21.–23. Feb. 2018
1	ToT	CEP	ASPR	Pristina, KOSOVO	29.–01. Nov./Dec. 2017

A total of 93 individuals were trained, out of which 47 were female and 46 were male. It can conclude that (1) ENTRi surpassed its goal in terms of participants, and (2)

ENTRi ensured a gender balance amongst participants. During ENTRi I and II, the ratio of participants was 42.7% (female) vs. 57.3% (male).



The ENTRi Secretariat on a regular basis actively participated in the CSDP Annual Training and Education Conferences. These conferences offered the opportunity to network with planning and operational bodies responsible for international crisis management and stabilisation-type missions and training experts in mission to discuss and agree on training needs of mission personnel and necessary training standards. Furthermore, the ENTRi Secretariat participated in a range of other meetings and conferences to present the ENTRi project and share lessons-learned with relevant actors in the field.

*ENTRi participation in and organisation of conferences and meetings*

<b>ENTRi-Participation in/ -Organisation of Conferences/Meetings/Fairs (selection)</b>				
#	Participants	Date	Location	Occasion
01	ENTRi Secretariat	16–18 April 2019	Belgrade, SERBIA	<ul style="list-style-type: none"> <li>European Association of Peace Operations Training Centers (EAPTC)</li> </ul>

02	ENTRi Secretariat, ENTRi Partners and other representatives of selected organisations and consortia	11–12 April 2019	Berlin, GERMANY	<ul style="list-style-type: none"> <li>• ENTRi Dialogue on Sustainability and Institutional Knowledge Management</li> <li>• HEAT Stakeholder Meeting</li> <li>• Certification Stakeholder Meeting</li> </ul>
03	ENTRi Secretariat	20–21 Feb. 2019	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>• ESDC Executive Academic Board</li> <li>• Meetings with CPCC, CMPD, EUPST</li> <li>• Meetings with the EU Commission</li> </ul>
04	ENTRi Secretariat	09–11 Jan. 2019	Dublin, IRELAND	<ul style="list-style-type: none"> <li>• GAP Consortium: The Soft Skills Summit: How to train for soft skills through digital games – a case study for training peacekeepers.</li> <li>• ENTRi Presentation on ‘Posing or Posture? Soft skills for hard mandates’</li> </ul>
05	ENTRi Secretariat	25–26 Nov. 2018	Lisbon, PORTUGAL	<ul style="list-style-type: none"> <li>• EUROGENDFOR – Live tactical Exercise (EGEX18): Distinguished Visitors Day</li> </ul>
06	ENTRi Secretariat	13–15 Nov. 2018	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>• ENTRi Steering Group meeting</li> <li>• ESDC Working Group on CSDP Missions- and Operations-Related Training (WGMOT of the EAB)</li> <li>• CSDP Annual Training and Education Conference</li> </ul>
07	ENTRi Secretariat	08 Nov. 2018	Amsterdam, NETHERLANDS	<ul style="list-style-type: none"> <li>• Brainstorming Workshop on the formation of the newly established EUPCST Consortium</li> </ul>
08	ENTRi Secretariat	01–03 Oct. 2018	Vienna, AUSTRIA	<ul style="list-style-type: none"> <li>• Meetings with the EU Commission</li> <li>• ENTRi presentation before CIVCOM (Committee for Civilian Aspects of Crisis Management)</li> <li>• ENTRi presentation at a workshop organised by EUISS</li> <li>• Meeting with the OSCE Training unit</li> <li>• Meeting with representatives of Germany’s Foreign Office</li> <li>• Meetings with delegates of member states of the ENTRi consortium; Workshop participants</li> </ul>
09	ENTRi Secretariat	05–06 Sept. 2018	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>• Working Group on CSDP Missions and Operations Related Training</li> <li>• ESDC Executive Academic Board</li> </ul>

10	ENTRi Secretariat	09 July 2018	Rome, ITALY	<ul style="list-style-type: none"> <li>• 'Recasting EU civilian crisis management: capabilities and partnerships'</li> <li>• Meetings w/ i.a. Natalie Tocci (Director, Istituto Affari Internazionali – IAI)</li> <li>• Enrico Credendino (Operations Commander for EUNAVFOR MED Operation Sophia)</li> <li>• Vincenzo Tagliaferri (Head, EU Border Assistance Mission in Libya – EUBAM)</li> <li>• Natalia Cea (Head of Regional Coordination Cell (RCC) to the missions in the Sahel region)</li> <li>• Roderick Parkes (Senior Analyst, EUISS)</li> </ul>
11	ENTRi Secretariat; all ENTRi partners  FPI; EEAS; Belgian MFA	29–31 May 2018	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>• Annual ENTRi Partner Meeting</li> </ul>
12	ENTRi Secretariat, ASPR, SEP, CMC, FBA (see participants list on EAPTC homepage)	22–25 May 2018	Geneva, SWITZERLAND	<ul style="list-style-type: none"> <li>• European Association of Peace Operation Training Centres (EAPTC) Conference</li> </ul>
13	ENTRi Secretariat, European Commission, ASPR, CPCC, EUPST, ESDC	09–10 April 2018	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>• Contract discussions for Code of Conduct e-Learning module (Unl Learning)</li> <li>• Meetings with EUPST &amp; ESDC</li> </ul>
14	ENTRi Secretariat, European Commission, NATO, CPCC, ESDC, CMC; FBA; SSSA; SU, SWISSINT, DEVCO, EEAS	05–06 Mar. 2018	Brussels, BE	<ul style="list-style-type: none"> <li>• HEAT-Certification Round-table (organised by ENTRi/SSSA)</li> </ul>
15	ENTRi Secretariat	24–26 Jan. 2018	London, UNITED KINGDOM	<ul style="list-style-type: none"> <li>• ExCel, BETT Fair on Immersive Learning</li> </ul>

16	ENTRi Secretariat, CMPD, CPCC, ESDC, CMC; FBA; SSSA	09–11 Jan. 2018	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>Meeting of the ESDC EAB WGMOT; Bilateral meetings on ENTRi and the EU CSDP Training Policy</li> </ul>
17	ENTRi Secretariat	28–29 Nov. 2017	Berlin, GERMANY	<ul style="list-style-type: none"> <li>Congress on European Security and Defence</li> </ul>
18	ENTRi Secretariat	15–17 Nov. 2017	Aronsborg, SWEDEN	<ul style="list-style-type: none"> <li>Final Viking 18 Exercise Coordination Conference</li> <li>ENTRi presentation of good practice Learning Objectives</li> <li>Bilateral with ENTRi partner CMC FINLAND</li> </ul>
19	ENTRi Secretariat	14 Nov. 2017	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>Steering Group Meeting with the Commission, CMPD, CPCC, ESDC, FPI 2</li> </ul>
20	ENTRi Secretariat; ENTRi partners	13 Nov. 2017	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>Committee for Civilian Aspects of Crisis Management (CIVCOM)</li> <li>Bilateral meetings with NATO/MSST</li> </ul>
21	ENTRi Secretariat, CPCC, CMPD, ESDC, CMC; CEP; FBA, Egmont	06–07 Nov. 2017	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>CSDP Annual Training and Education Conference</li> <li>Meeting with the European Commission</li> <li>Bilateral meetings with ENTRi consortium partners</li> </ul>
22	ENTRi Secretariat	04–05 Sep. 2017	Berlin, GERMANY	<ul style="list-style-type: none"> <li>IFA Innovation Fair: Presentation by training units (Deutsche Bahn, Microsoft, etc.)</li> </ul>
23	ENTRi Secretariat; all ENTRi partners	29–31 May 2017	Mengeš, SLOVENIA	<ul style="list-style-type: none"> <li>Annual ENTRi Partner Meeting</li> </ul>
24	SSSA	15–19 May 2017	Queluz, PORTUGAL	<ul style="list-style-type: none"> <li>Monitoring of an EUPST course on Mentoring in crisis management by an ENTRi partner upon invitation by EUPST</li> </ul>
25	ENTRi Secretariat; various ENTRi partners	02–04 May 2017	Helsinki, FINLAND	<ul style="list-style-type: none"> <li>European Association of Peace Operation Training Centres (EAPTC), annual conference; ENTRi representation</li> </ul>
26	SSSA	23–28 Apr. 2017	Ahrweiler, GERMANY	<ul style="list-style-type: none"> <li>AKNZ Challenge visit to verify upholding of ENTRi standards of an ENTRi certified HEAT course</li> </ul>



27	ENTRi Secretariat	20–22 Mar. 2017	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>Open Public Consultation meeting on the External Financing Instruments of the European Union; Meetings with CPCC; CMPD; EEAS Field Security; ESDC</li> </ul>
28	ASPR; FBA; SU; CEP; SSSA; ZIF	30 Jan.–01 Feb. 2017	Berlin, GERMANY	<ul style="list-style-type: none"> <li>Working meeting of ENTRi Working Group leads</li> </ul>
29	ENTRi Secretariat; SU; CPCC	13–15 Dec. 2016	London, UNITED KINGDOM	<ul style="list-style-type: none"> <li>Meeting on the requirements for establishing the Code of Conduct E-Learning module for CPCC (storyboard)</li> </ul>
30	ENTRi Secretariat	01–02 Dec. 2016	Vicenza, ITALY	<ul style="list-style-type: none"> <li>CoESPU (Center of Excellence/Carabinieri); EUROGENDFOR: Meeting on the Code of Conduct and requirements of police units (E-Learning product)</li> </ul>
31	ENTRi Secretariat; ZIF;	07–09 Nov. 2016	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>EU Annual CSDP Training and Education Conference &amp; ESDC EAB WGMOT</li> </ul>
32	ENTRi Secretariat; SU	31 Oct. – 02 Nov. 2016	Dublin, IRELAND	<ul style="list-style-type: none"> <li>Meeting with the Irish MFA to discuss potential membership in ENTRi; Meeting with the GAP consortium to discuss potential cooperation with ENTRi on creating a game/mobile app</li> </ul>
33	ENTRi Secretariat	18–20 Oct. 2016	Vicenza, ITALY	<ul style="list-style-type: none"> <li>Academic Conference (CoESPU; EUPST); Representation of ENTRi</li> </ul>
34	ENTRi Secretariat; SEP; CEP; CMC; SSSA; FBA	27–30 Sep. 2016	Sarajevo, BOSNIA & HERCEGOVINA	<ul style="list-style-type: none"> <li>International Association of Peace Keeping Training Centres (IAPTC) and meeting with some ENTRi partners regarding ENTRi's evaluation Working Group</li> </ul>
35	ENTRi Secretariat	26 Sept. 2016	Brussels, BELGIUM	<ul style="list-style-type: none"> <li>ENTRi Steering Group Meeting, CIVCOM Presentation of ENTRi</li> </ul>
36	ENTRi Secretariat	24–25 Aug. 2016	Sofia, BULGARIA	<ul style="list-style-type: none"> <li>Coaching the EUPST Permanent Evaluation Committee (PEC) of the EU Police Services Training Consortium</li> </ul>
37	ENTRi Secretariat; all ENTRi partners	26–28 Jul. 2016	Berlin, GERMANY	<ul style="list-style-type: none"> <li>ENTRi Partner Meeting</li> </ul>

### **Output 1.1. Personnel deployed to missions have the critical knowledge and skills needed prior to deployment**

Under the third phase of ENTRi, PDTs<sup>2</sup> were discontinued. This happened in agreement with the European Security and Defence College (ESDC), which is now providing the majority of PDTs to EU Member States. Consequently, it was possible to release ENTRi III funds for advancing content development of free-of-charge training packages for use by everyone. In this context, ENTRi also developed products specifically tailored to the needs of those about to be deployed on a mission. These products still can be accessed on the ENTRi's website, such as:

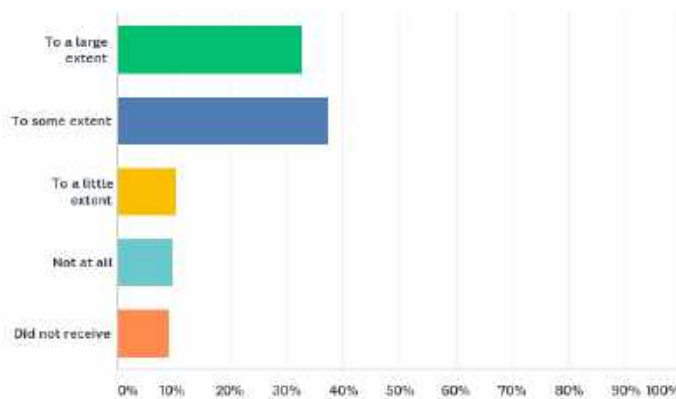
- Various deployment checklists for personnel to be deployed to civilian crisis management missions
- *In Control* Handbook in various languages and accompanying quiz

*In Control* Handbooks were distributed to participants of ENTRi training courses. After each course, participants were asked to complete a six-months-post-course survey. When asked about their subjective perceptions in terms of the *In Control* Handbook being an added value in preparation for, during or after their deployment, the majority answered in the affirmative. (see below)

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<sup>2</sup> ENTRi Pre-Deployment Training courses (PDTs) are country- or region-specific training courses which aim to prepare experts who are in the process of deploying to a civilian crisis management mission (before departure). PDTs provide civilian experts with the basic knowledge and soft skills required for their respective deployments, irrespective of the specific functions they will fulfil in the field. PDTs familiarise participants with the challenges of mission work, including safety and security, awareness of inter-cultural complexities, gender sensitivity and personal conduct. Between 2011 and 2016, namely during ENTRi I and II, ENTRi conducted PDTs for Afghanistan, Georgia, Horn of Africa, Kosovo, Libya, Mali, Sahel, South Sudan and Ukraine.

Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



Further, courses specifically tailored to the needs of those about to be deployed were offered for certification, such as

- *Core Course*
- *Comprehensive Generic Training on Peace Operations (CGTPO)*
- *Pre-Deployment Training Course*
- *Hostile Environment Awareness Training (HEAT)*

See below for a detailed list of terms of ENTRi-certified Course Providers, including a list of courses and numbers of participants. (including a gender breakdown)

### **Output 1.2. Personnel already working in missions will have knowledge and skills needed**

Over the course of ENTRi III, the ENTRi Partner Consortium carried out a total of fourteen trainings: six ToTs and eight specialisation courses. (For detailed information on the courses, please see *Activity A 1.1. Delivery of Approximately 6 Training of Trainers Courses* and *Activity A 1.2. Delivery of approximately 8 specialisation courses*)

After each course, an invitation was sent out those individuals who participated in a course to fill out an online survey. The participation of the survey was on a voluntary basis.

Below, please find an extract of the results of the six-months-post-course surveys proving that, as a consequence of participating in the trainings, skills and knowledge

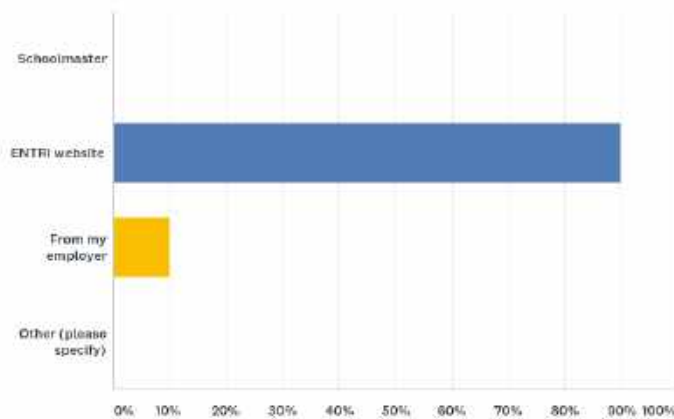
of personnel already being deployed to crisis management missions improved significantly.

### Training of Trainers (ToT #6)

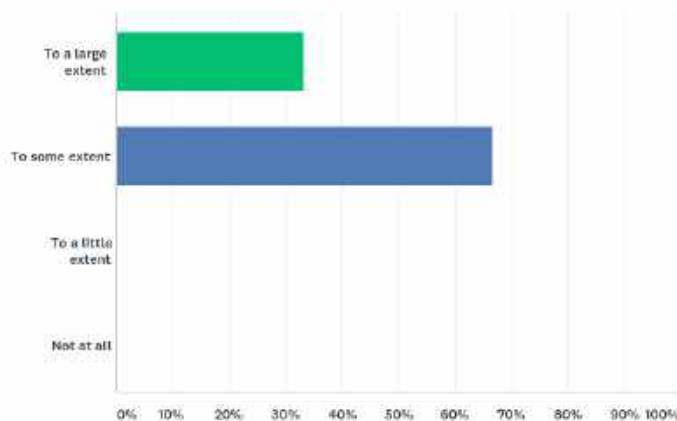
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Training Provider: Clingendael  
Location of course: The Hague, NETHERLANDS  
Number of participants: 15 participants (7 females, 8 males)  
Date: 26 Feb.–01 Mar. 2019

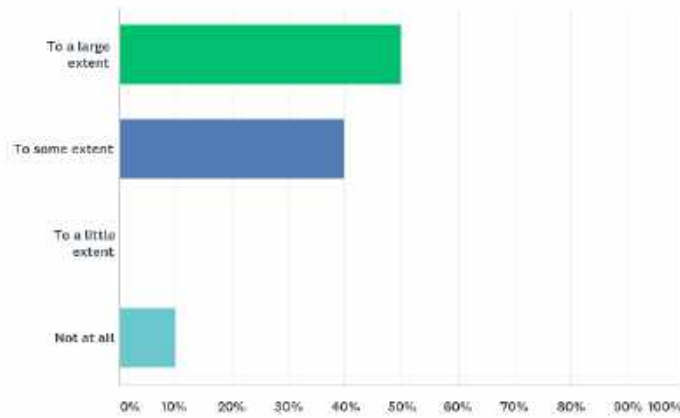
Q2 Where did you find out about the course you have attended?



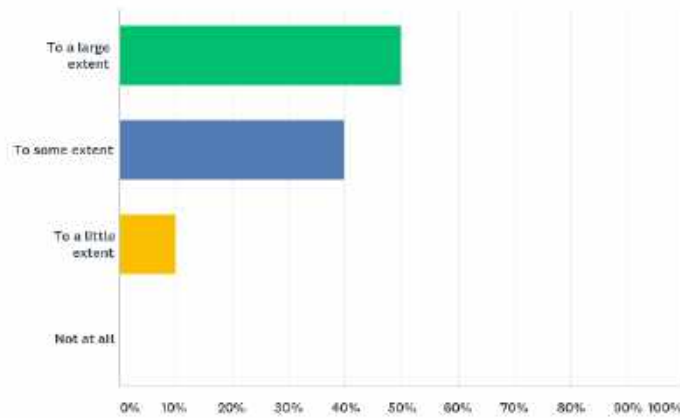
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



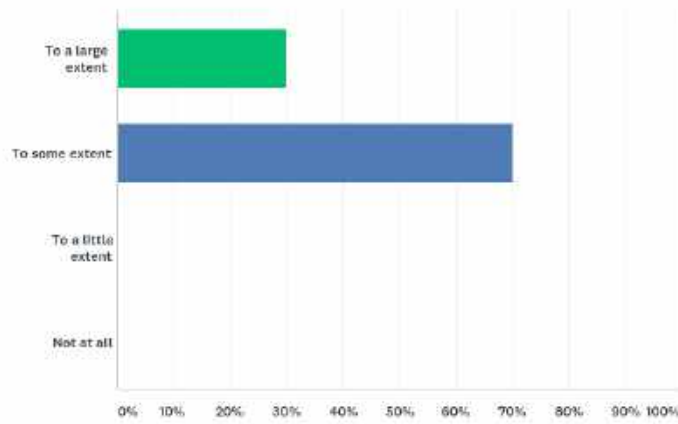
Q14 To what extent did the course provide useful knowledge for a mission context?



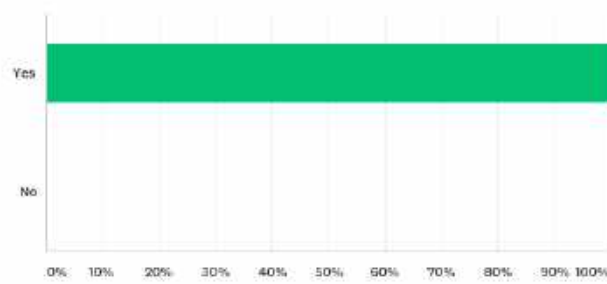
Q15 To what extent did the course teach you relevant skills for a mission environment?



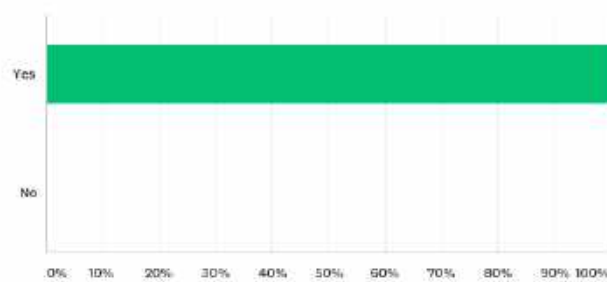
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



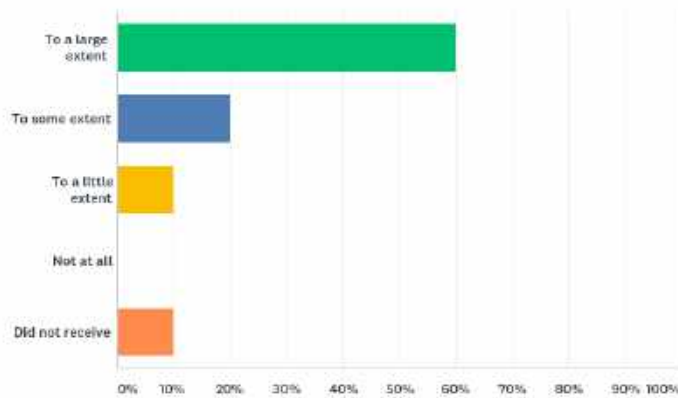
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



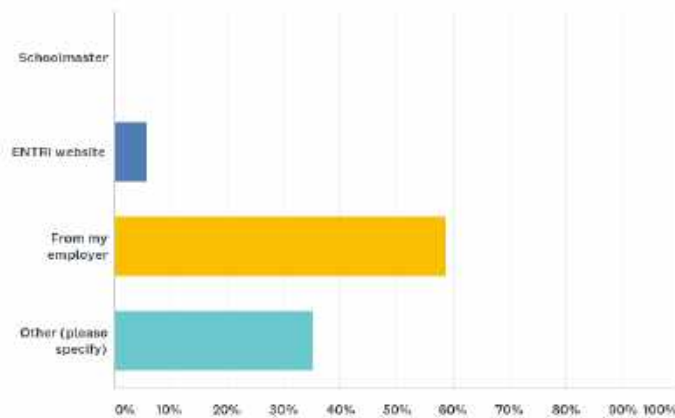
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



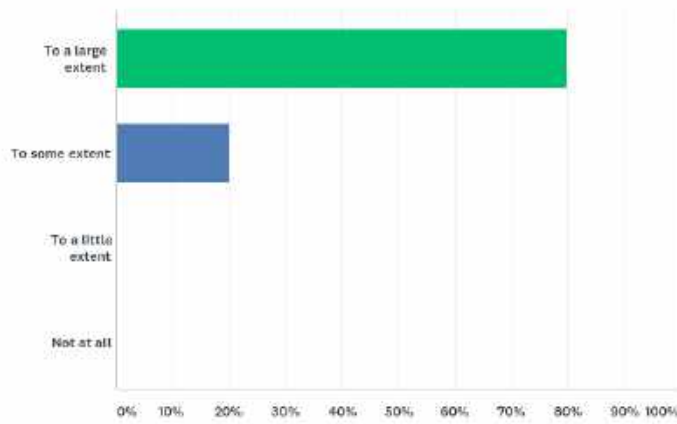
**Course on Mentoring and Advising in Civilian Crisis Management (MMA) (Course #8)**

Training provider: CEP  
 Location of course: Nairobi, KENYA  
 Number of participants: 22 participants (6 females, 16 males)  
 Date: 11-15 Feb. 2019

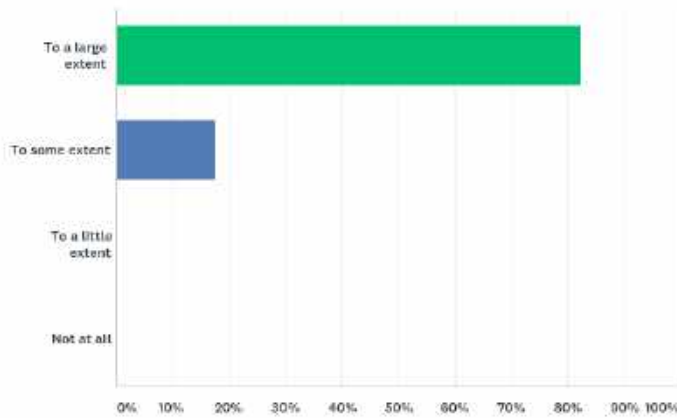
Q2 Where did you find out about the course you have attended?



Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?

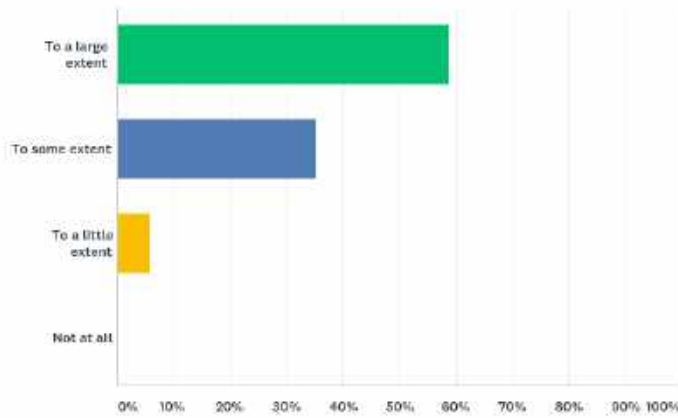


Q14 To what extent did the course provide useful knowledge for a mission context?

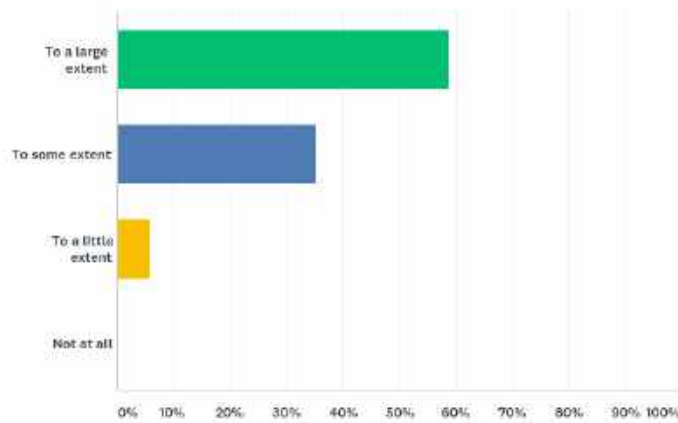




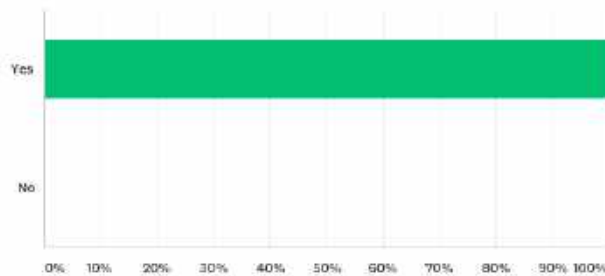
Q15 To what extent did the course teach you relevant skills for a mission environment?



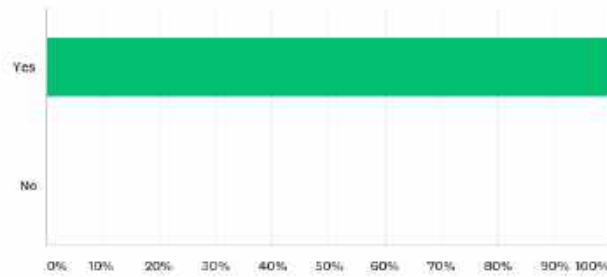
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



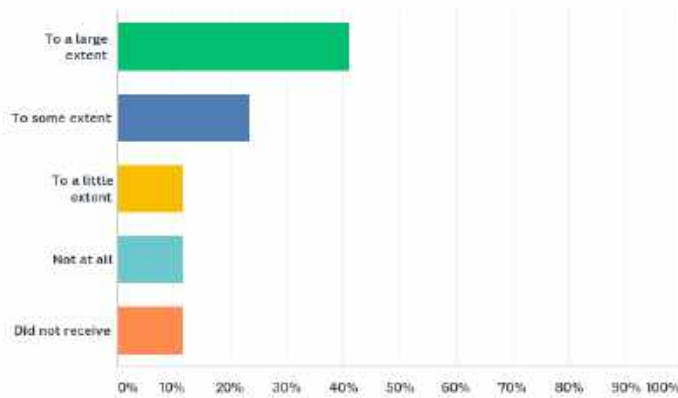
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



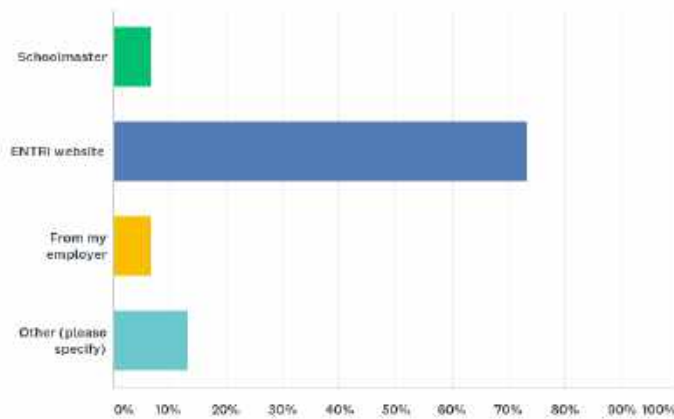
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



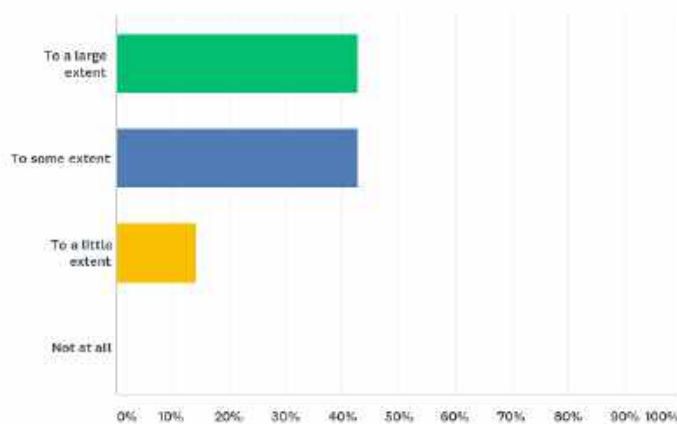
**International Standards for the Protection of Individuals and Groups: A Training Course for Field Officers Working on Human Rights (Course #7)**

Training provider: SSSA  
Location of course: Addis Ababa, ETHIOPIA  
Number of participants: 21 participants (10 females, 11 males)  
Date: 24 Jan.–01 Feb. 2019

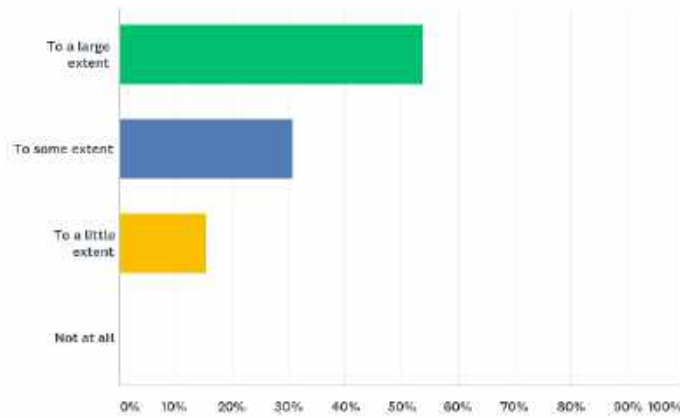
Q2 Where did you find out about the course you have attended?



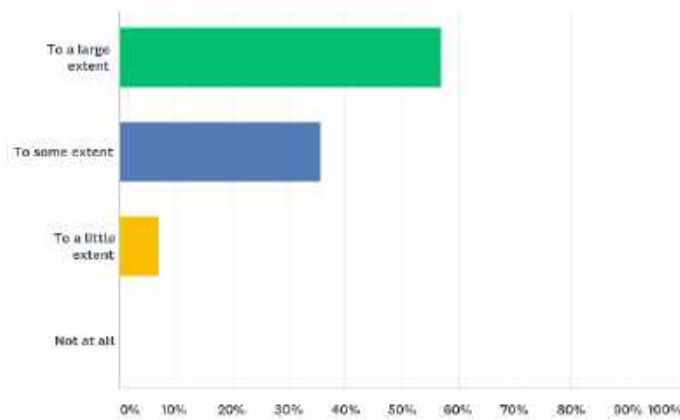
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



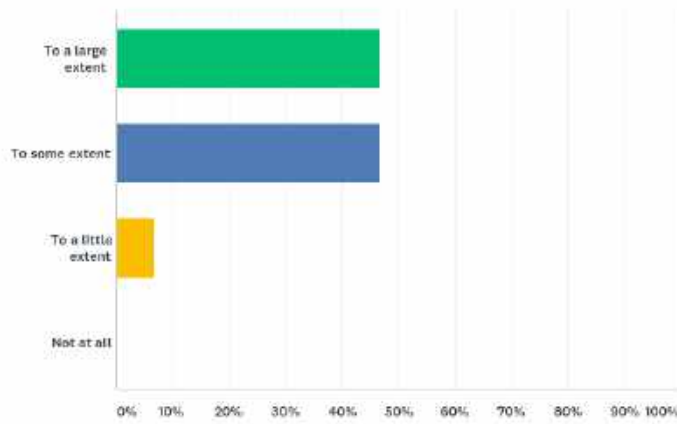
Q14 To what extent did the course provide useful knowledge for a mission context?



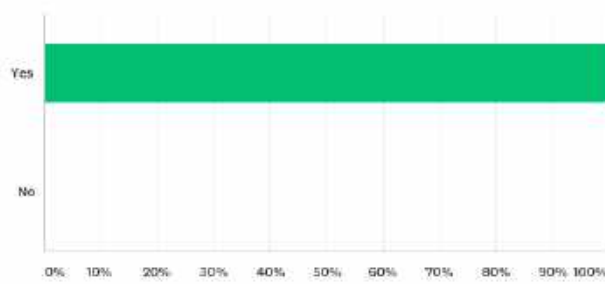
Q15 To what extent did the course teach you relevant skills for a mission environment?



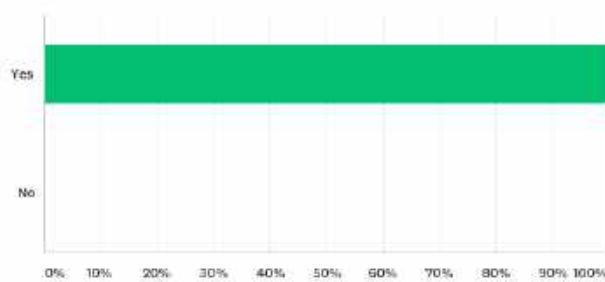
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



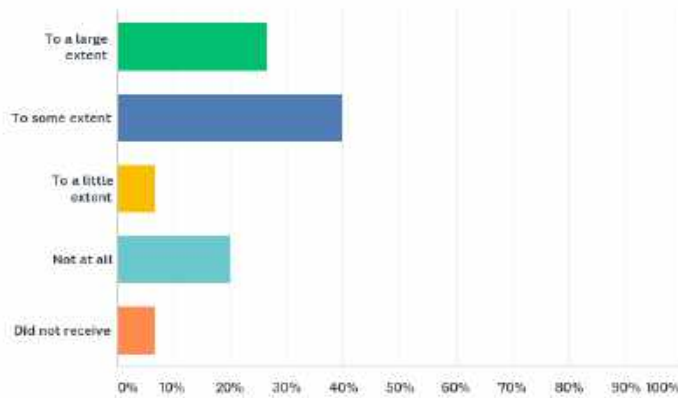
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



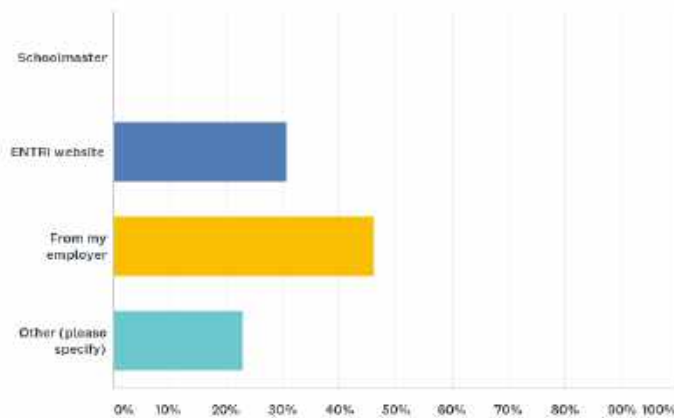
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



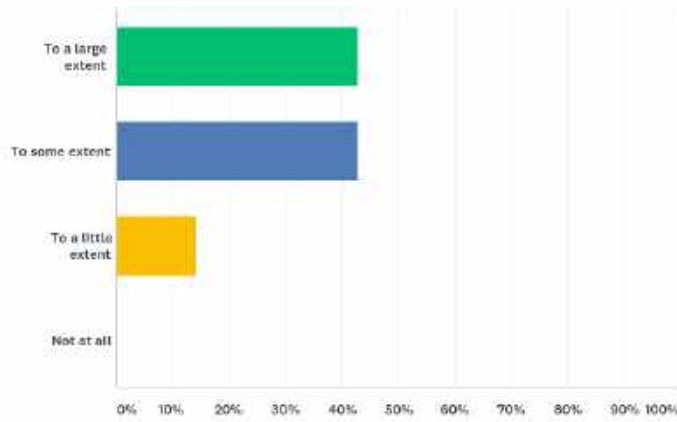
**Security Sector Reform (SSR) (Course #6)**

Training provider: ASPR  
 Location of course: Brussels, BELGIUM  
 Number of participants: 19 participants (8 females, 11 males)  
 Date: 22–25 Jan. 2019

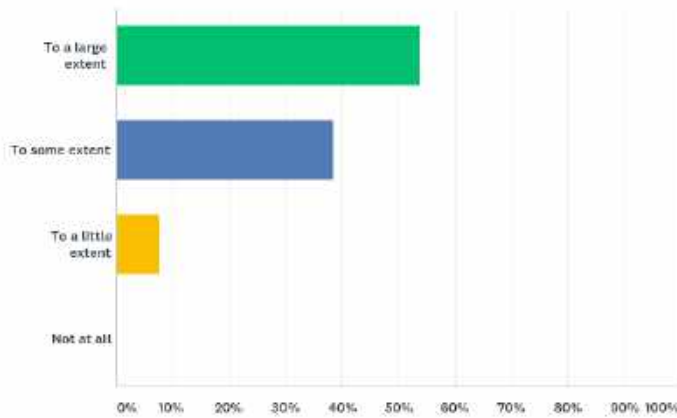
Q2 Where did you find out about the course you have attended?



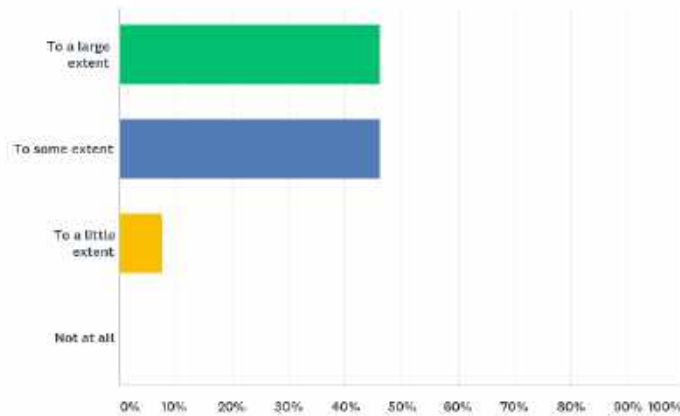
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



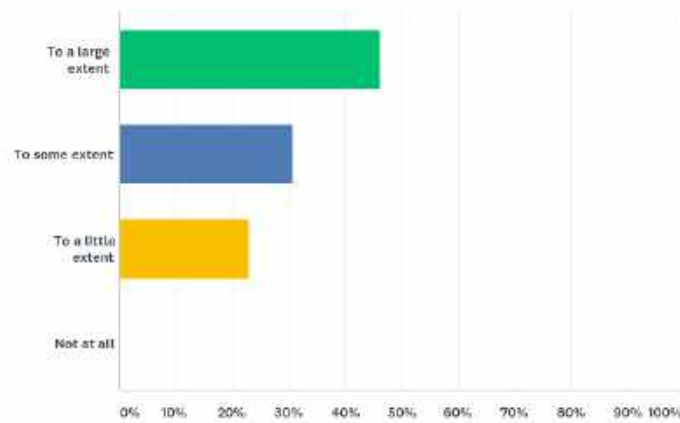
Q14 To what extent did the course provide useful knowledge for a mission context?



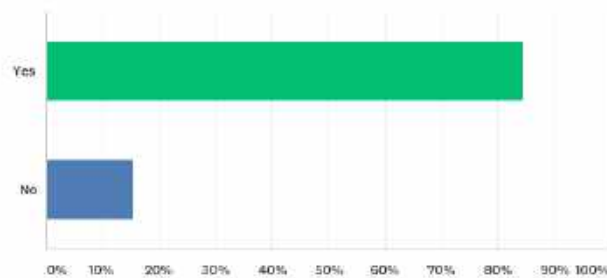
Q15 To what extent did the course teach you relevant skills for a mission environment?



Q17 To what extent would you consider the information provided during the course helpful for your daily work?

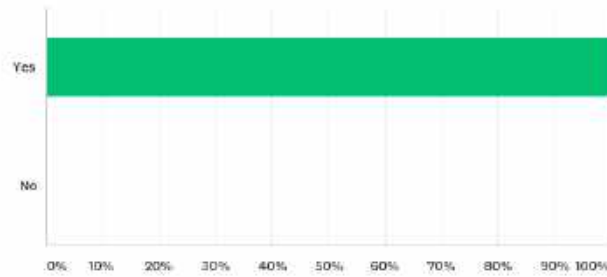


Q25 Did the ENTRi course facilitate your general professional development?

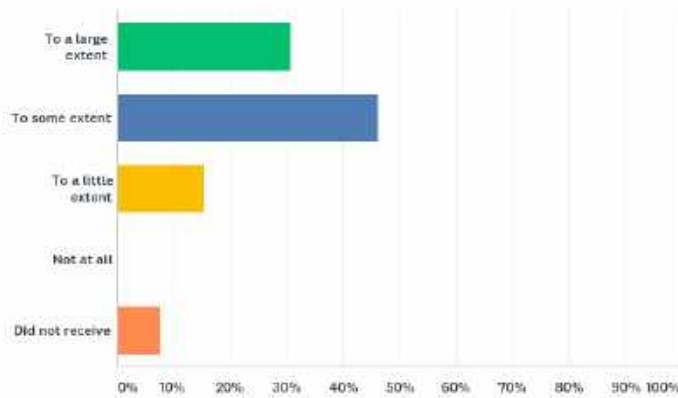




Q26 Would you be interested in participating in future ENTRi trainings?



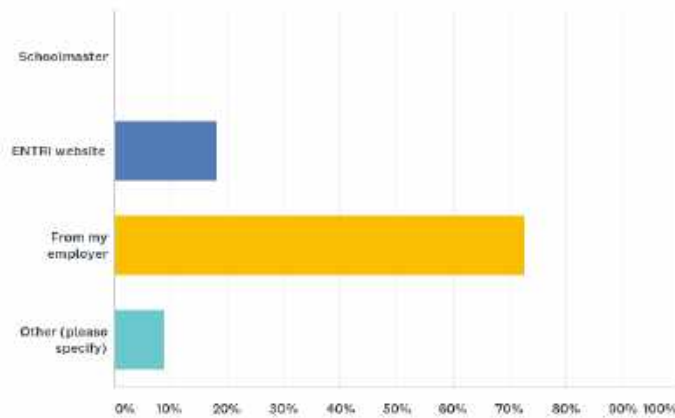
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



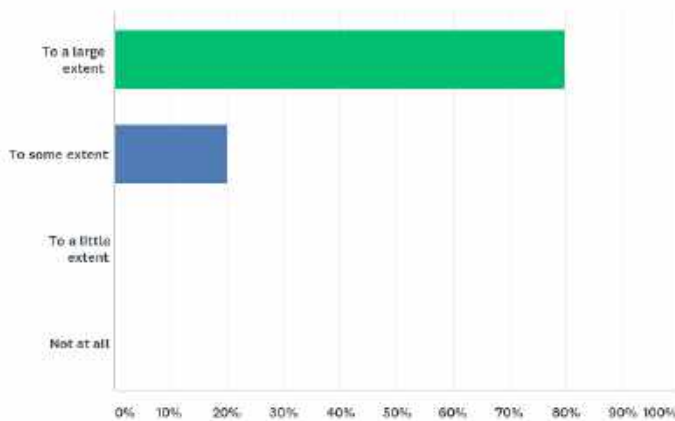
### Training of Trainers (ToT #5)

Training Provider: ZIF (lead) & CMC (partner)  
Location of course: Entebbe, UGANDA  
Number of participants: 16 participants (9 females, 7 males)  
Date: 20–24 Jan. 2019

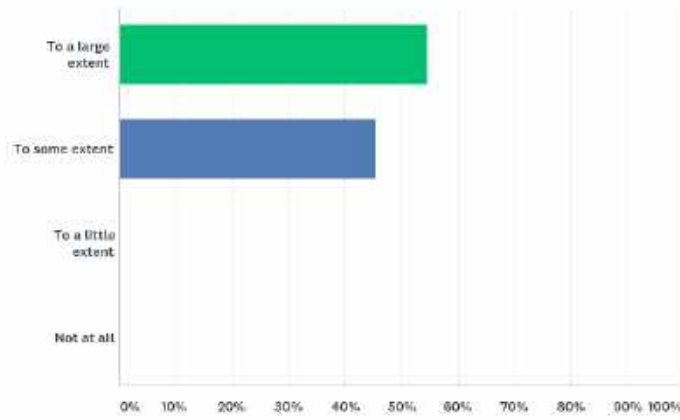
Q2 Where did you find out about the course you have attended?



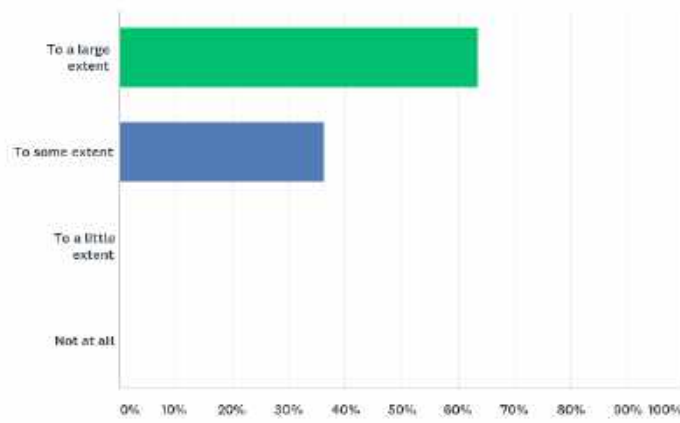
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



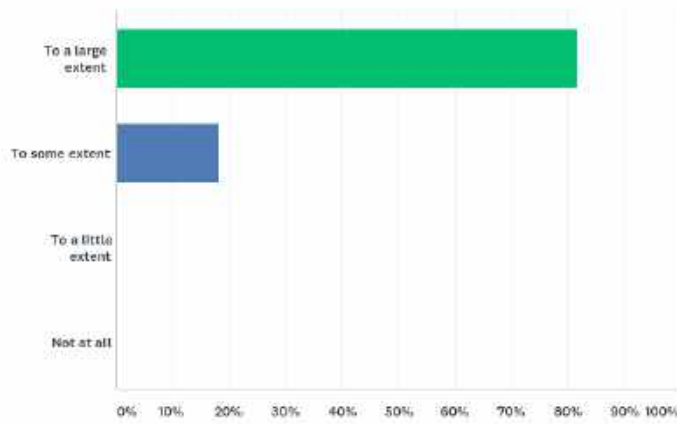
Q14 To what extent did the course provide useful knowledge for a mission context?



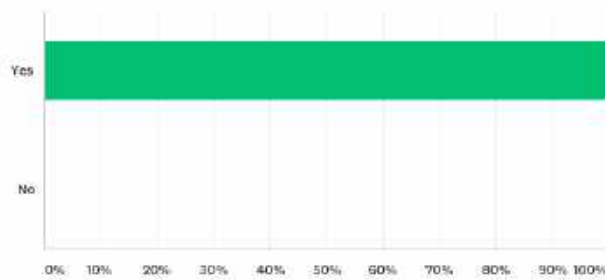
Q15 To what extent did the course teach you relevant skills for a mission environment?



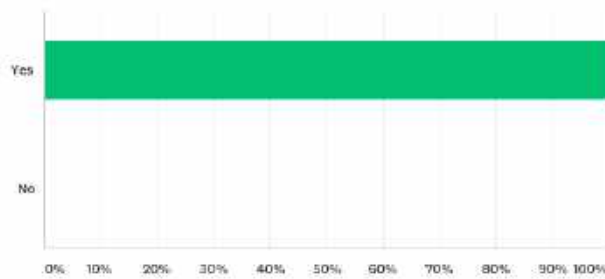
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



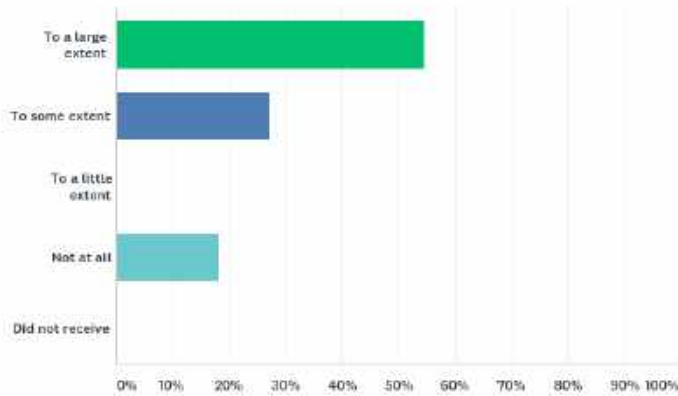
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



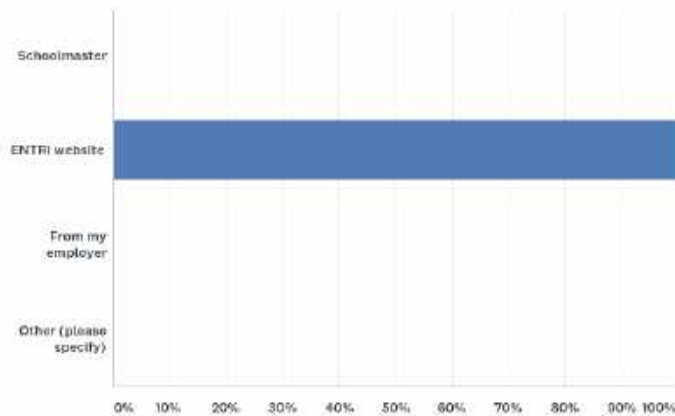
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



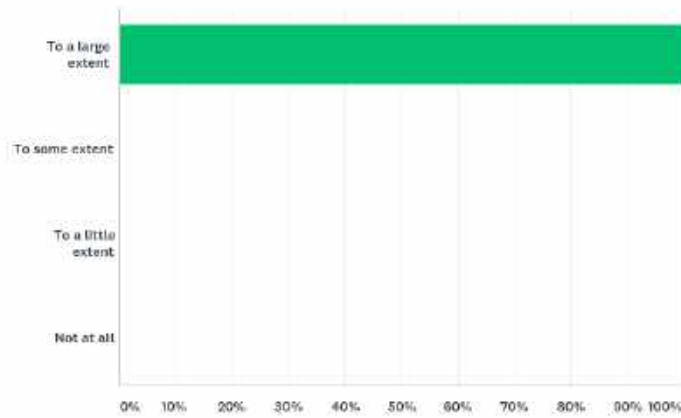
**Training of Trainers (ToT #4)**

Training Provider: SSSA  
 Location of course: Pisa, ITALY  
 Number of participants: 14 participants (10 females, 4 males)  
 Date: 19–21 Sep. 2018

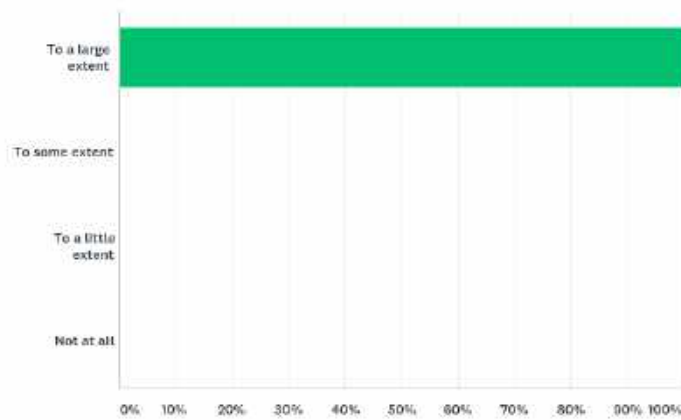
Q2 Where did you find out about the course you have attended?



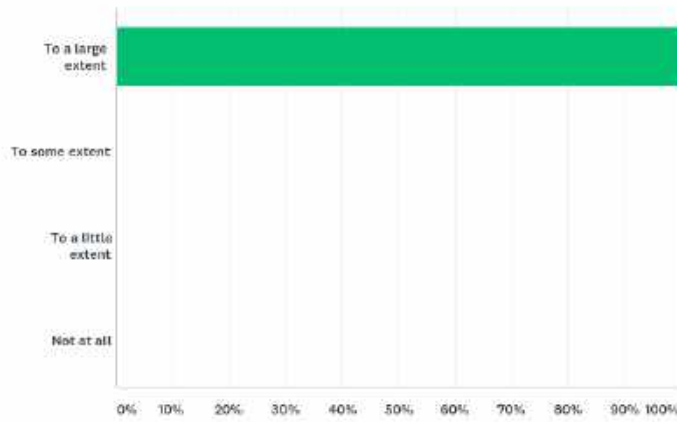
Q14 To what extent did the course provide useful knowledge for a mission context?



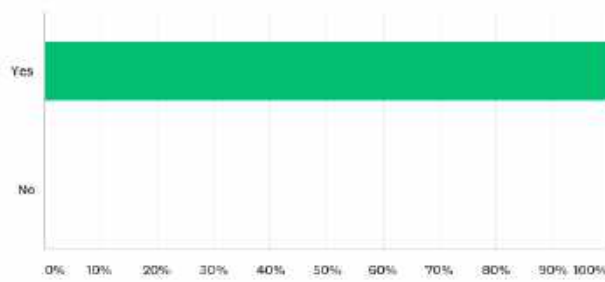
Q15 To what extent did the course teach you relevant skills for a mission environment?



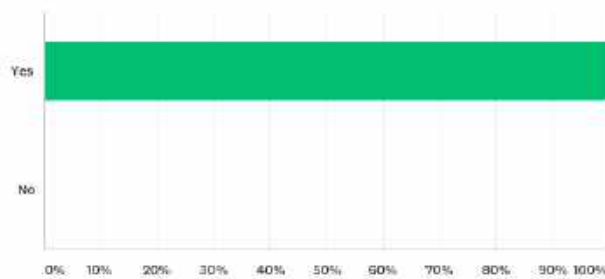
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



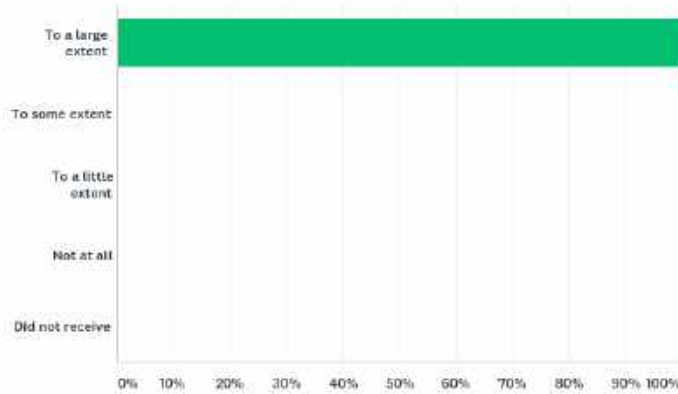
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



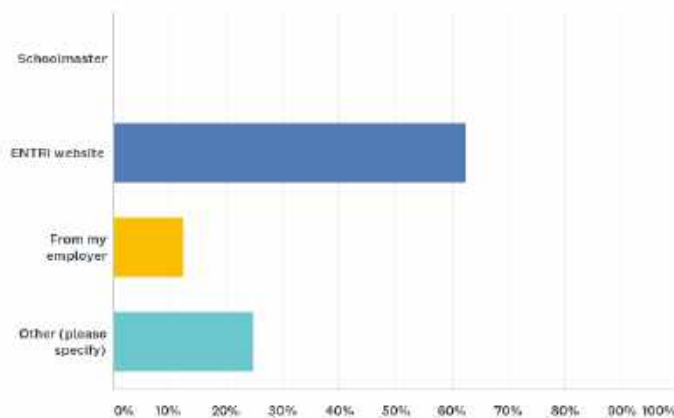
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



### Training of Trainers (ToT #3)

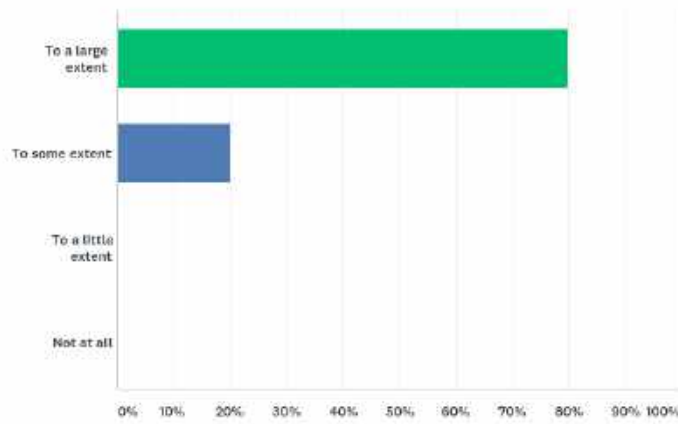
Training Provider: CMC (lead) & ENA (partner)  
 Location of course: Ramallah, PALESTINIAN TERRITORIES  
 Number of participants: 14 participants (5 females, 9 males)  
 Date: 17–19 Sep. 2018

Q2 Where did you find out about the course you have attended?

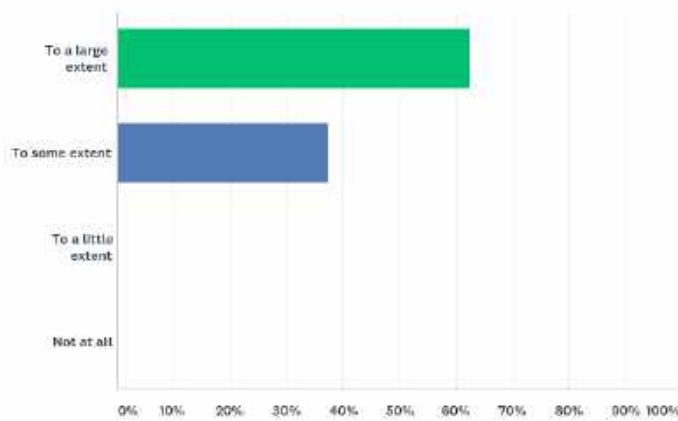




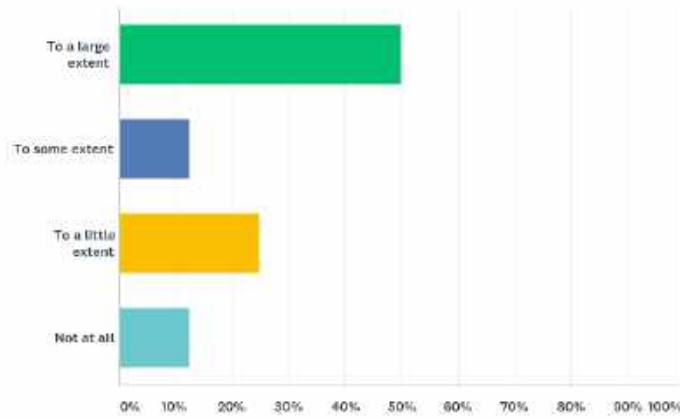
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



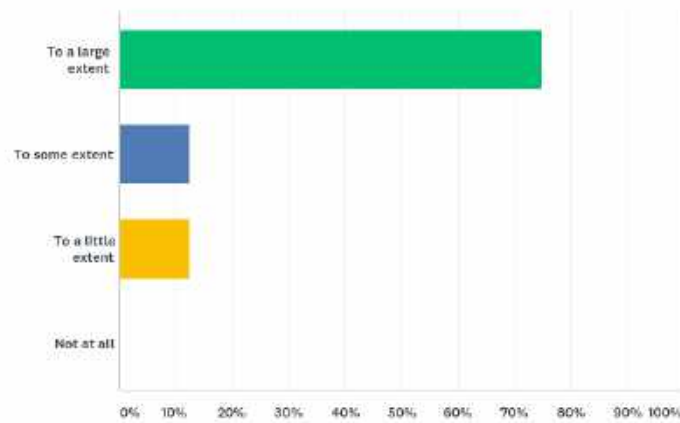
Q14 To what extent did the course provide useful knowledge for a mission context?



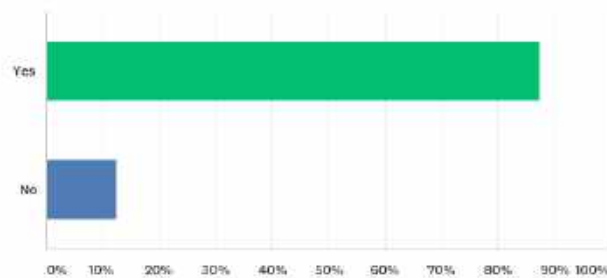
Q15 To what extent did the course teach you relevant skills for a mission environment?



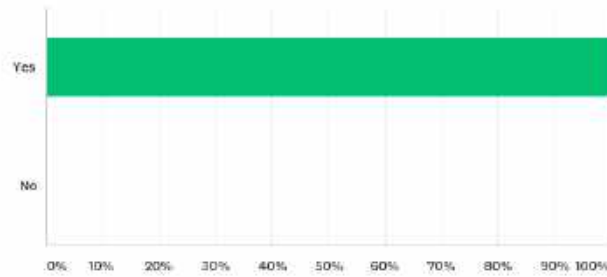
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



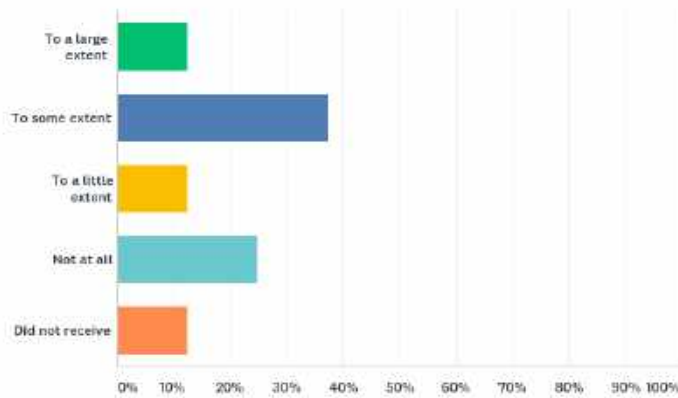
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



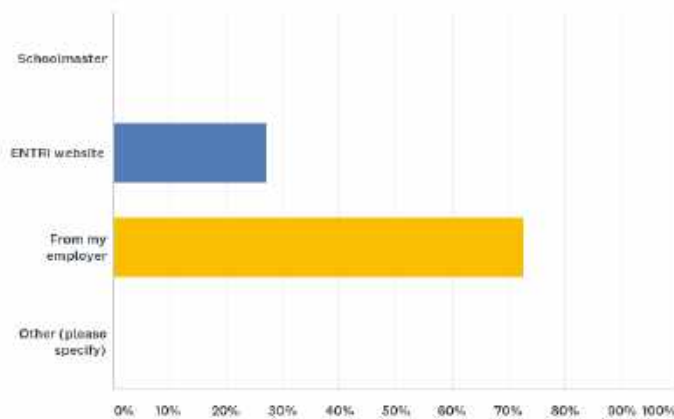
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



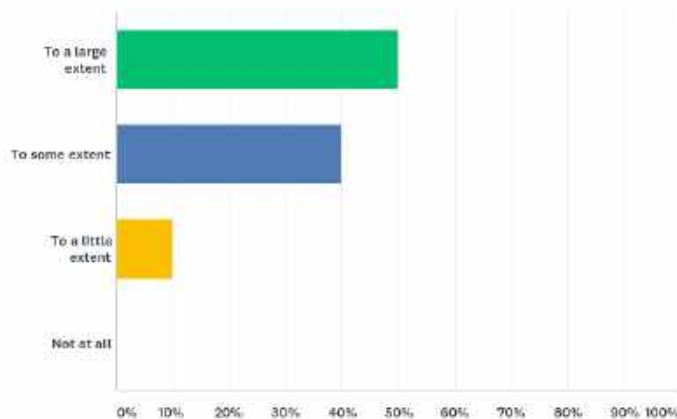
**Training of Trainers (ToT #2)**

Training Provider: ASPR (lead) & CEP (partner)  
 Location of course: Kiev, UKRAINE  
 Number of participants: 16 (10 females, 6 males)  
 Date: 21–23 Feb. 2018

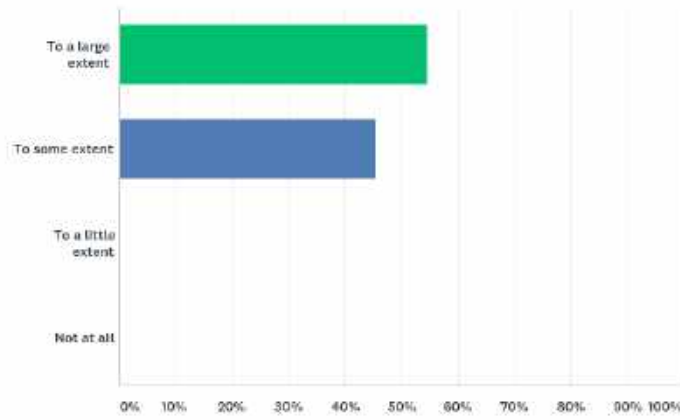
Q2 Where did you find out about the course you have attended?



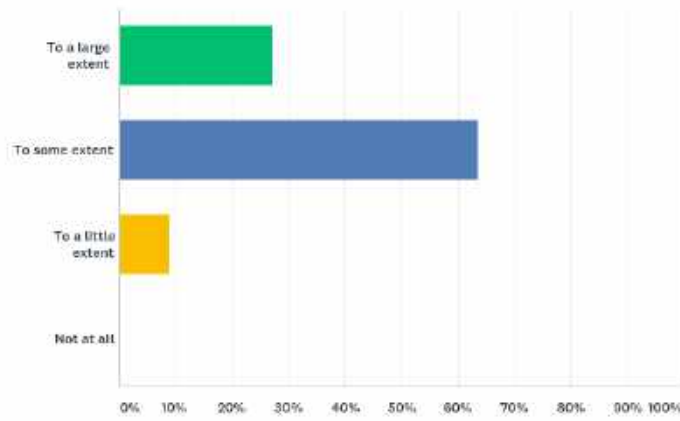
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



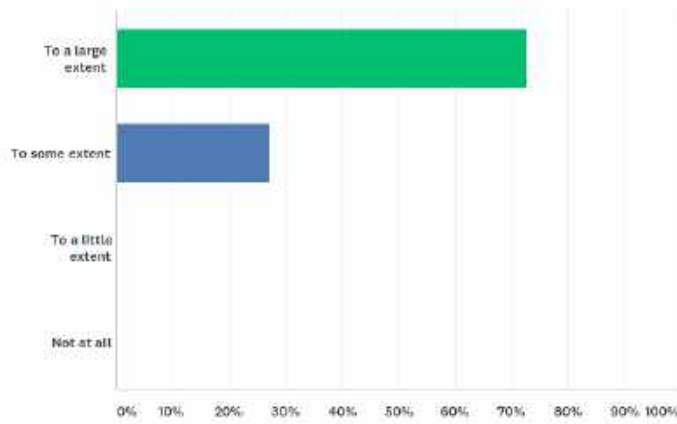
Q14 To what extent did the course provide useful knowledge for a mission context?



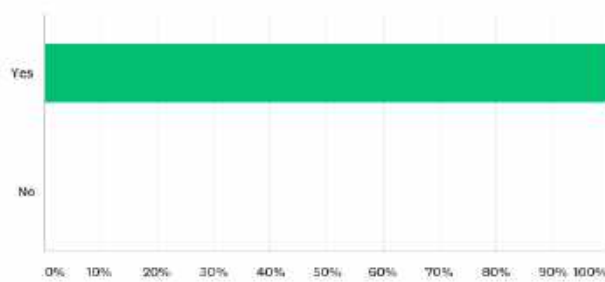
Q15 To what extent did the course teach you relevant skills for a mission environment?



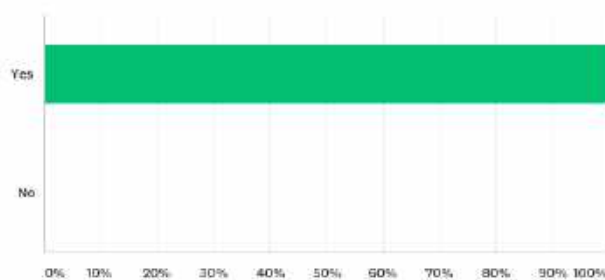
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



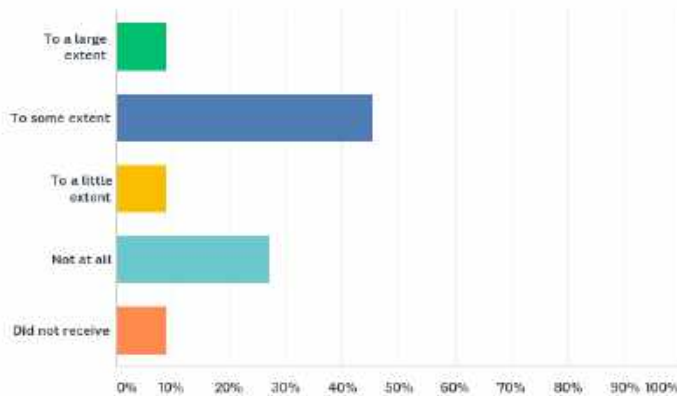
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



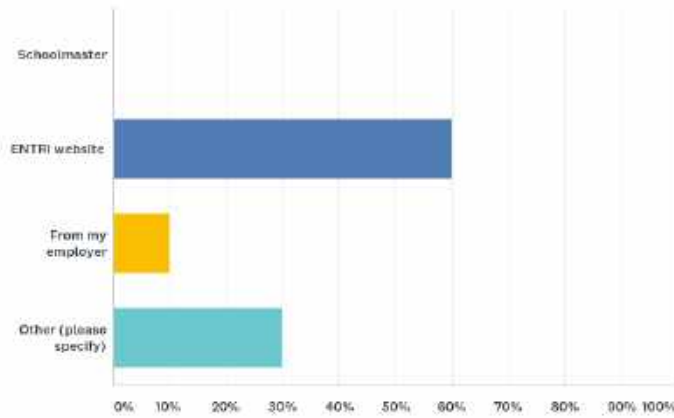
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



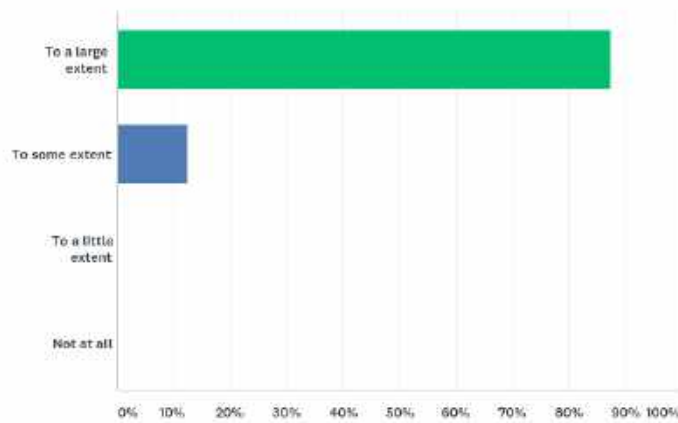
**International Standards for the Protection of Individuals and Groups: A Training Course for Field Officers working on Human Rights (Course #5)**

Training provider: SSSA (lead) & Egmont (partner), in cooperation with School of Law (Addis Ababa University)  
 Location of course: Addis Ababa, ETHIOPIA  
 Number of participants: 20 participants (11 females, 9 males)  
 Date: 08–16 Feb. 2018

Q2 Where did you find out about the course you have attended?

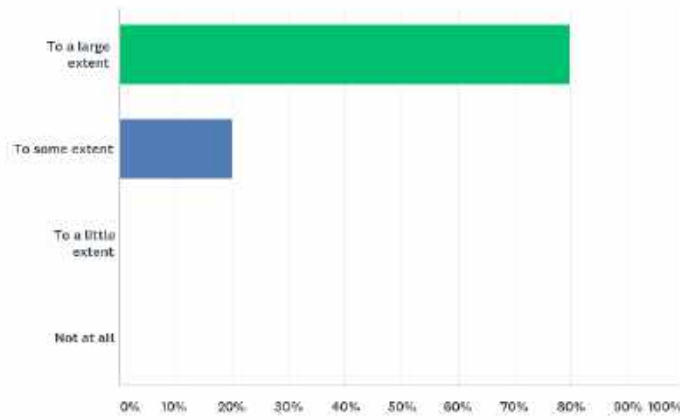


Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?

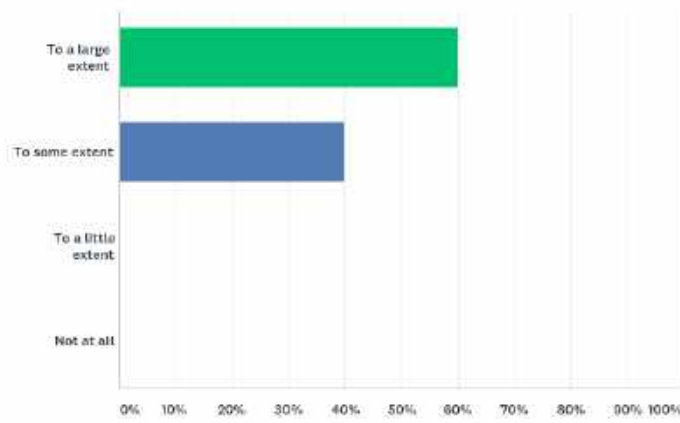




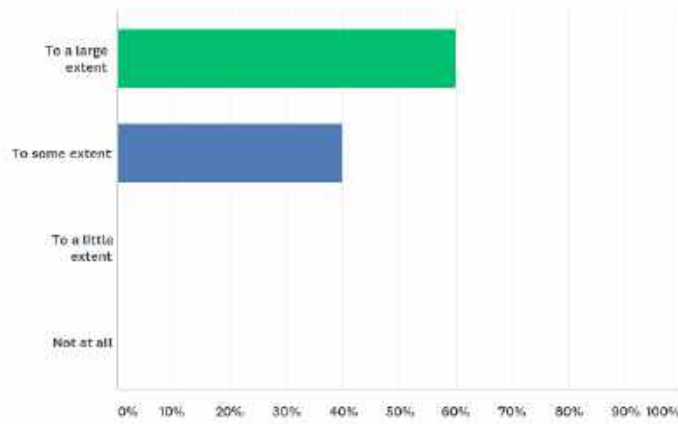
Q14 To what extent did the course provide useful knowledge for a mission context?



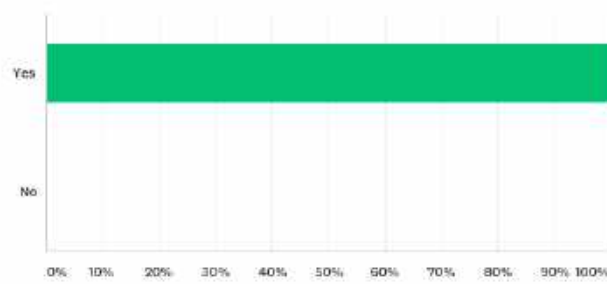
Q15 To what extent did the course teach you relevant skills for a mission environment?



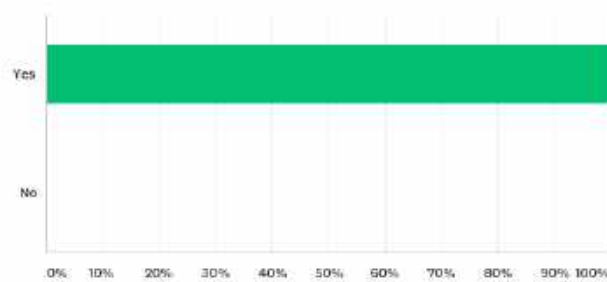
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



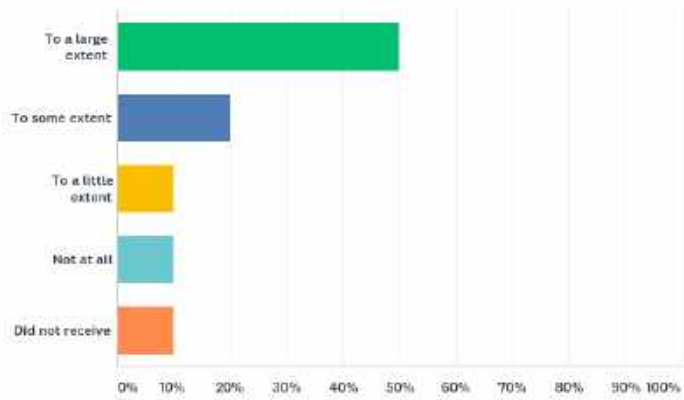
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



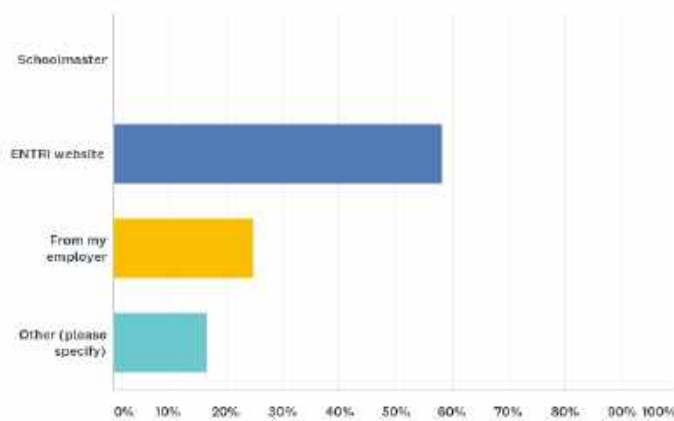
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



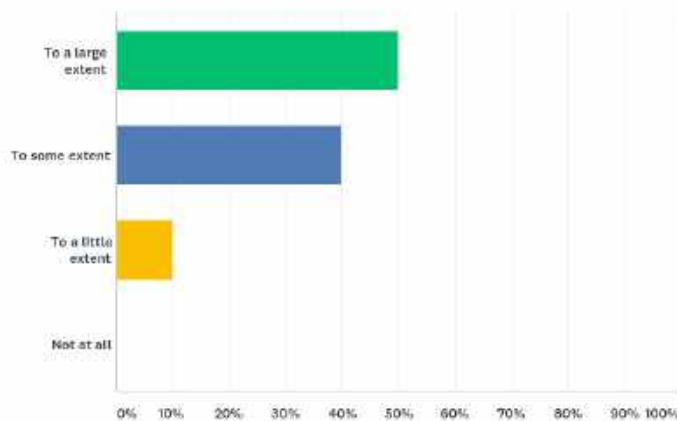
**Rule of Law (Course #4)**

Training Provider ASPR (lead) & ENA (partner)  
 Location of course Stadtschlaining, AUSTRIA  
 Number of participants 22 (12 females, 10 males)  
 Date 05–09 Feb. 2018

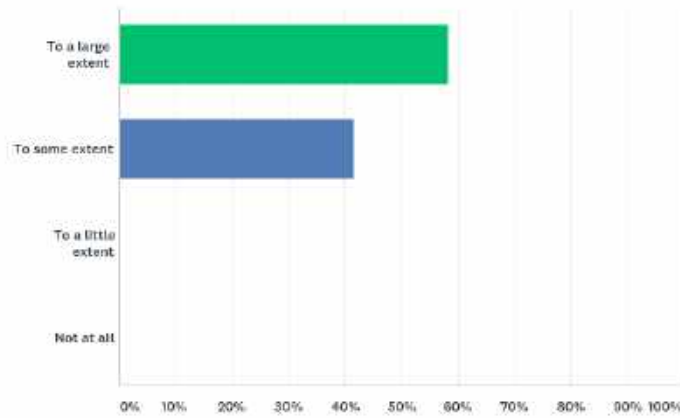
Q2 Where did you find out about the course you have attended?



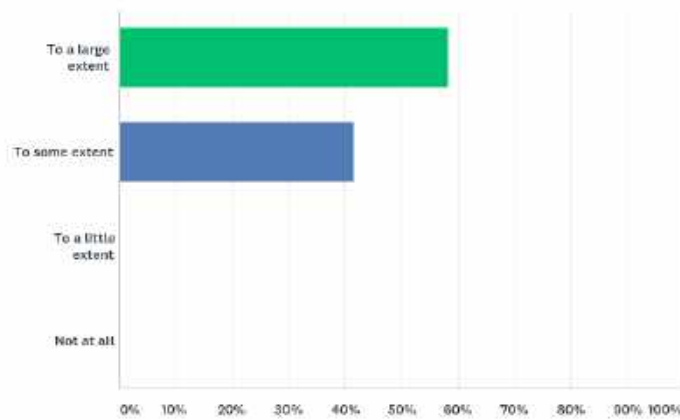
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



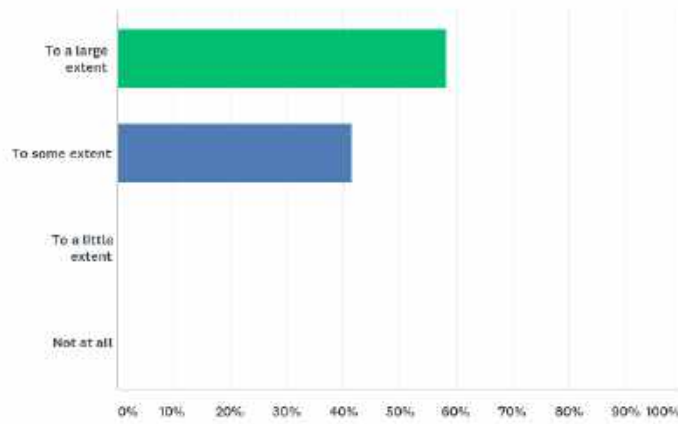
Q14 To what extent did the course provide useful knowledge for a mission context?



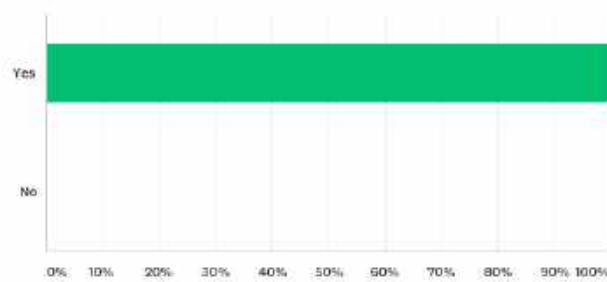
Q15 To what extent did the course teach you relevant skills for a mission environment?



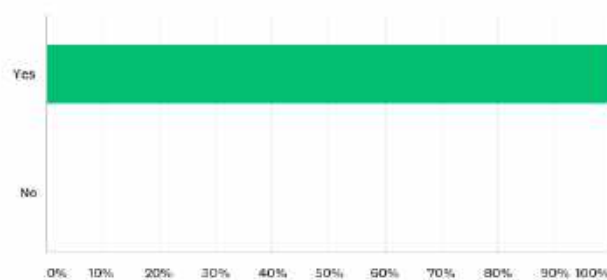
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



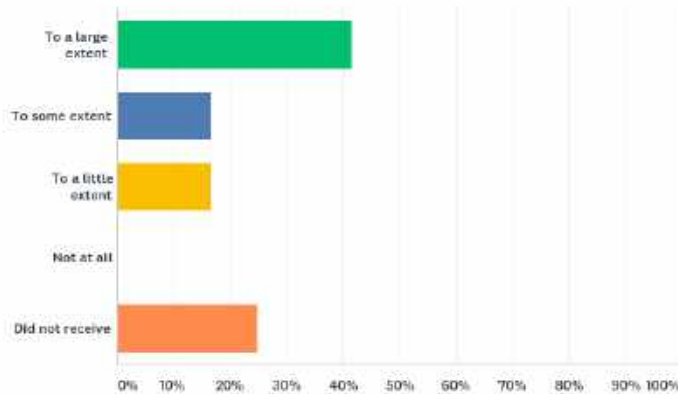
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



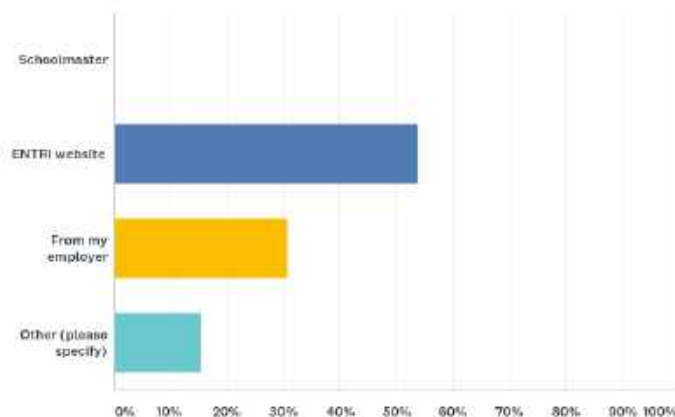
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



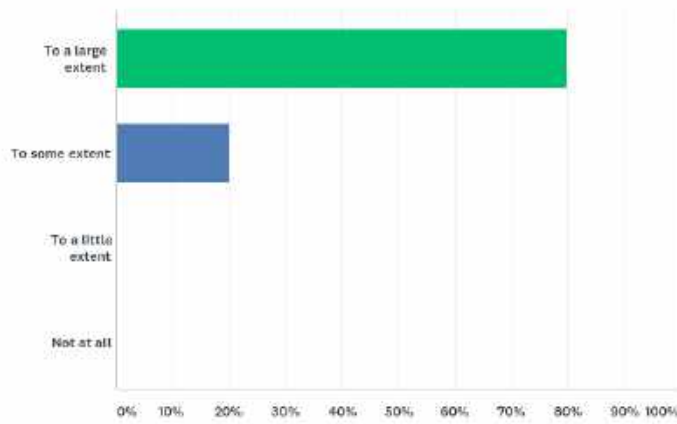
**Negotiation and Mediation (Course #3)**

Training provider: NIIB/Clingendael and BDI, in cooperation with the Georgian Defence Institution Building School  
 Location of course: Tbilisi, GEORGIA  
 Number of participants: 21 (11 females, 10 males)  
 Date: 18–21 Dec. 2017

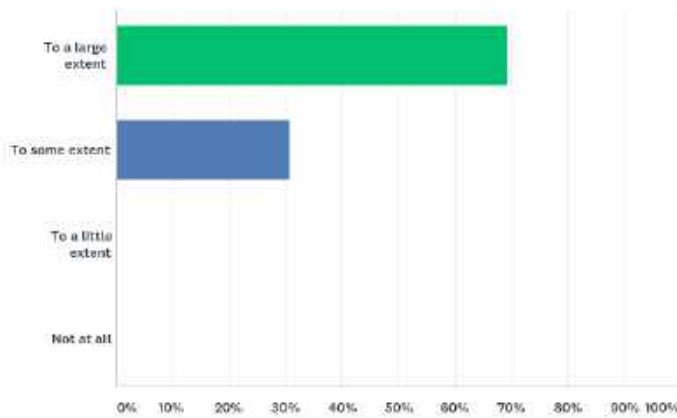
Q2 Where did you find out about the course you have attended?



Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?

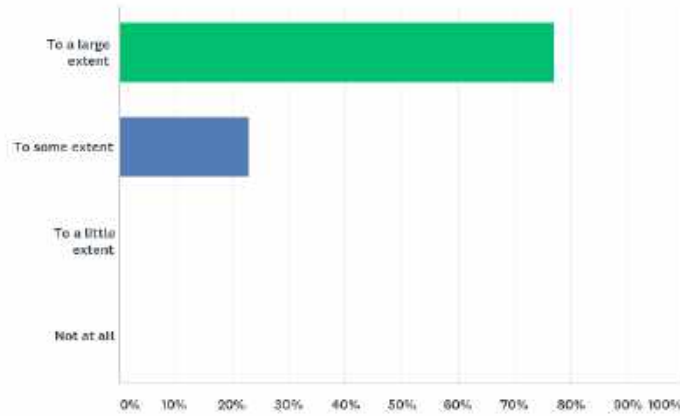


Q14 To what extent did the course provide useful knowledge for a mission context?

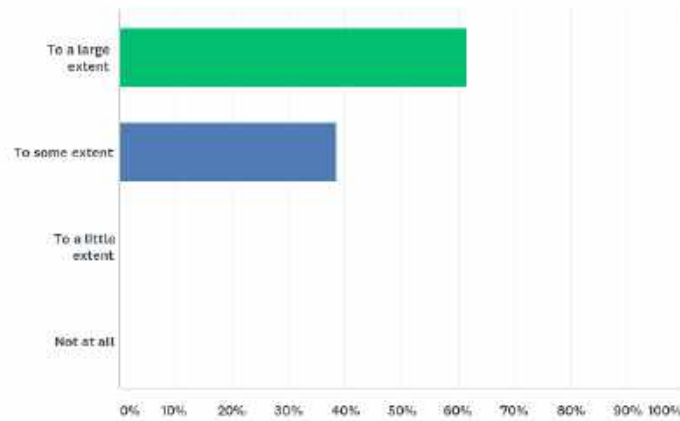




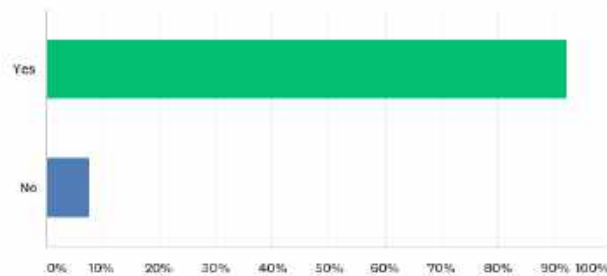
Q15 To what extent did the course teach you relevant skills for a mission environment?



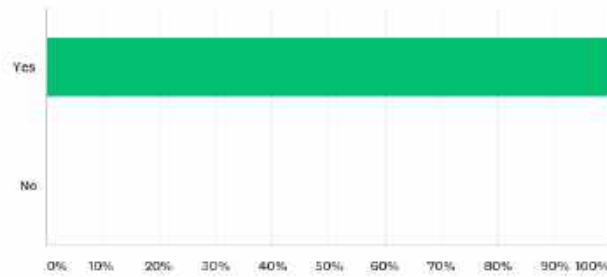
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



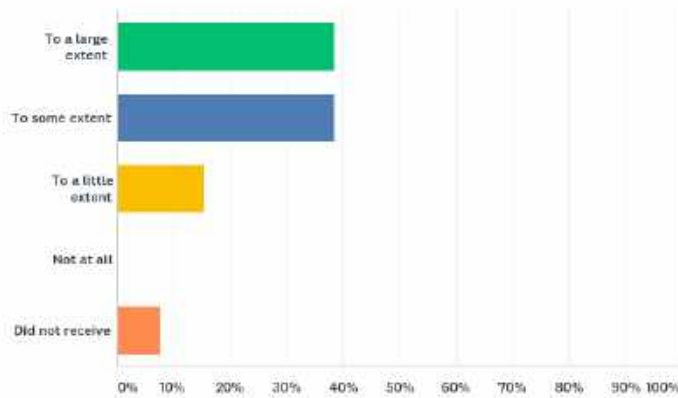
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



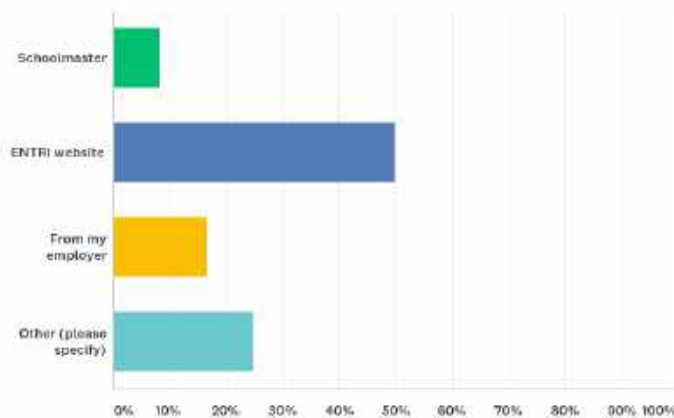
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



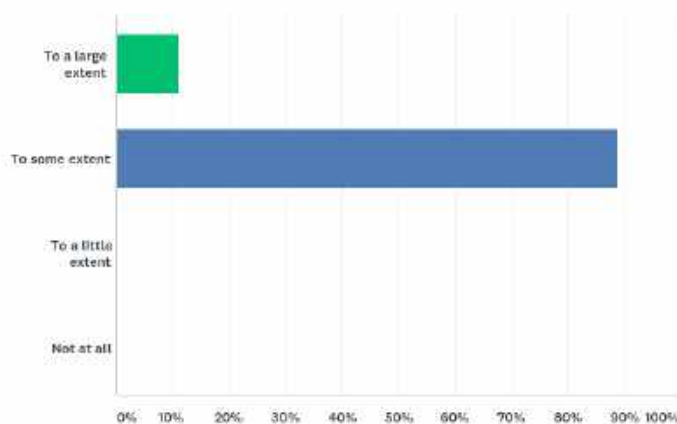
### International Standards for the Protection of Individuals and Groups: A Training Course for Field Officers Working on Human Rights (Course #2)

Training provider: SSSA (lead) & CMC (partner), in cooperation with School of Law (Addis Ababa University)  
Location of course: Addis Ababa, ETHIOPIA  
Number of participants: 22 participants (11 females, 11 males)  
Date: 16–24 Feb. 2017

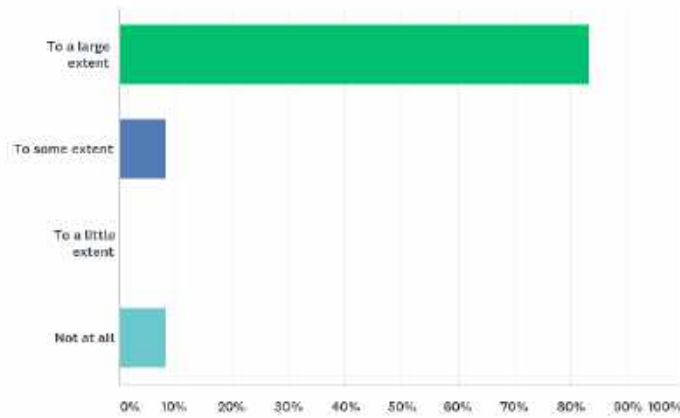
Q2 Where did you find out about the course you have attended?



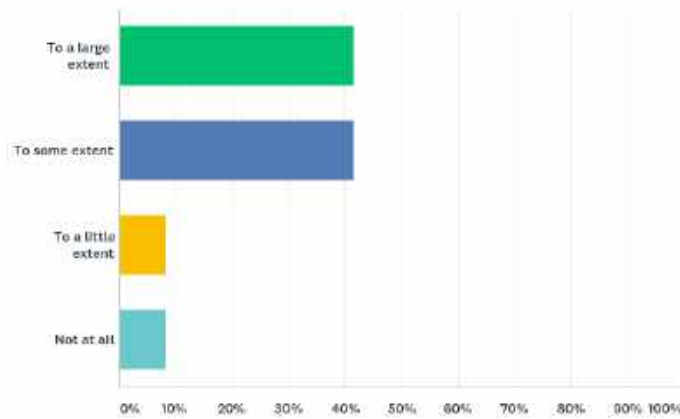
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



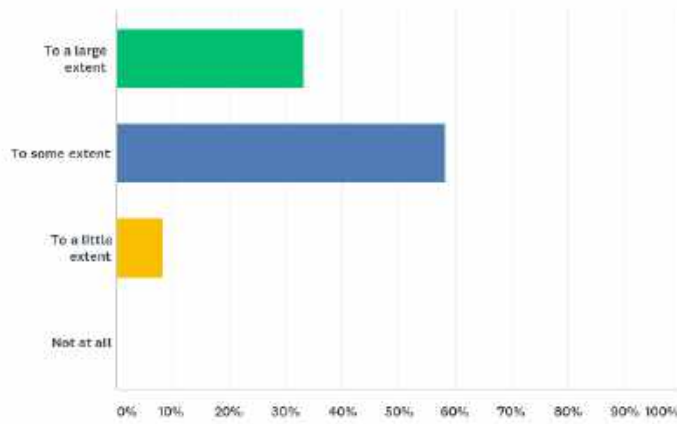
Q14 To what extent did the course provide useful knowledge for a mission context?



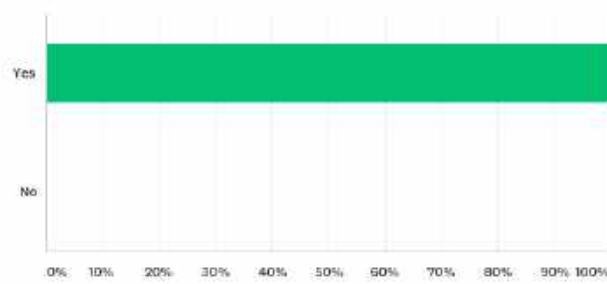
Q15 To what extent did the course teach you relevant skills for a mission environment?



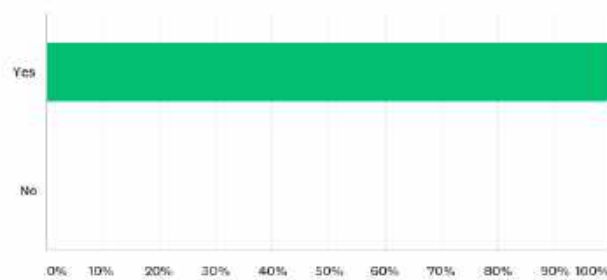
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



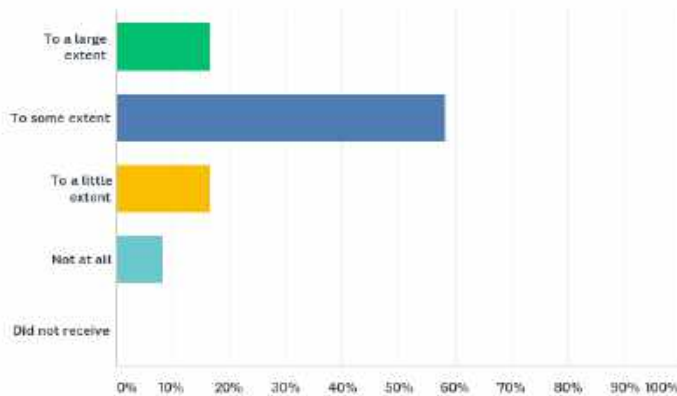
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



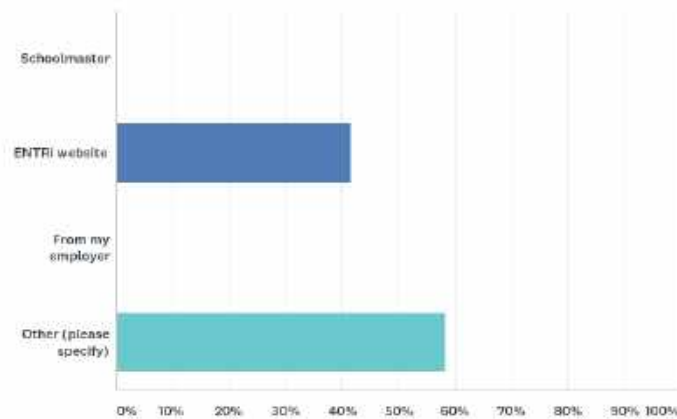
Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?



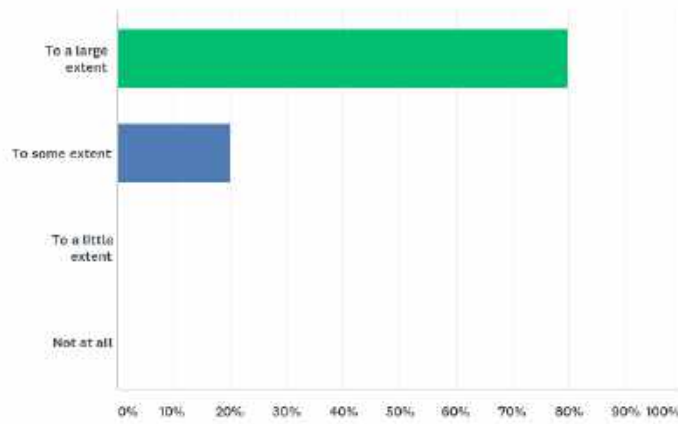
**Gender Adviser Course (Course #1)**

Training provider: FBA  
 Location of course: Sandö, SWEDEN  
 Number of participants: 22 participants (15 females, 7 males)  
 Date: 20–25 Feb. 2016

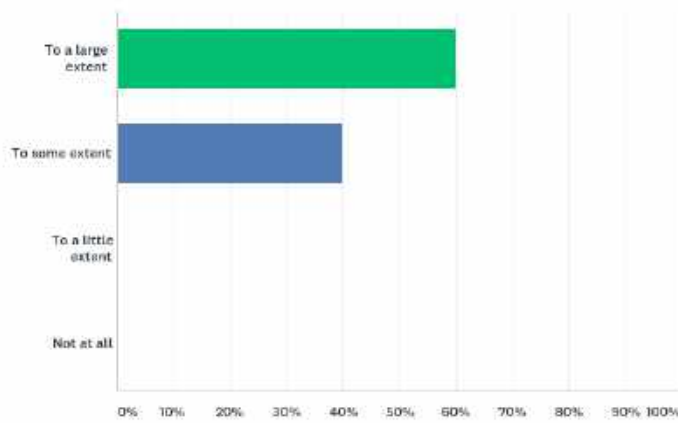
Q2 Where did you find out about the course you have attended?



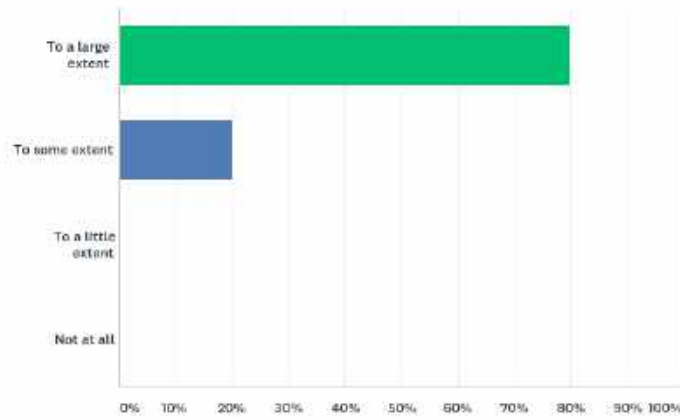
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



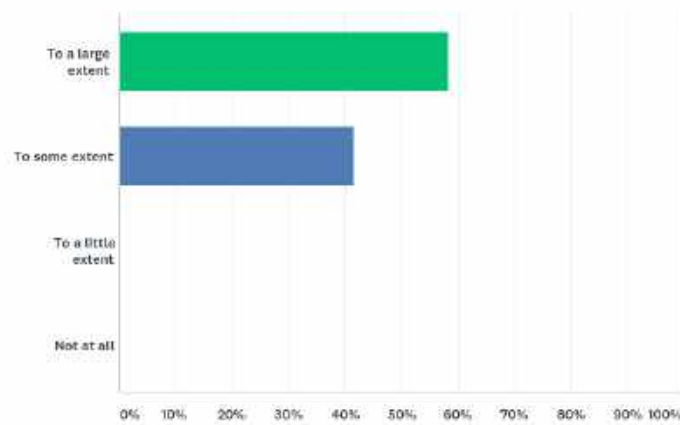
Q14 To what extent did the course provide useful knowledge for a mission context?



Q15 To what extent did the course teach you relevant skills for a mission environment?

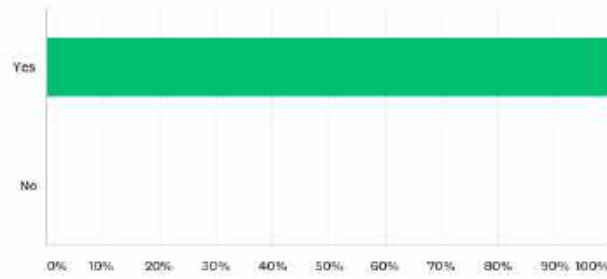


Q17 To what extent would you consider the information provided during the course helpful for your daily work?

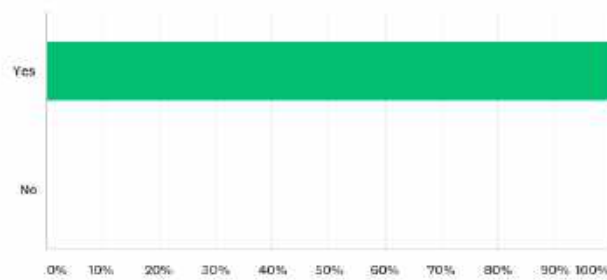




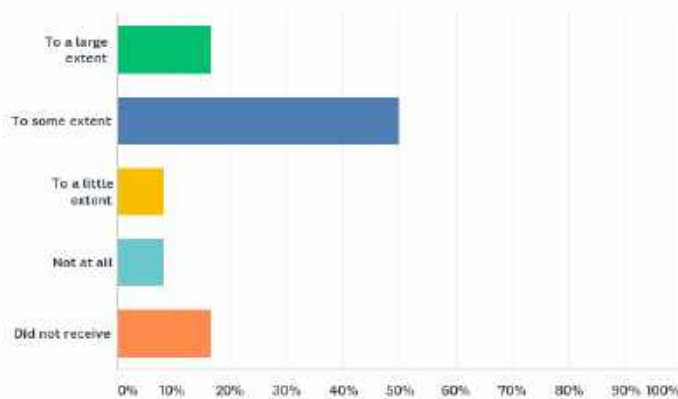
Q25 Did the ENTRi course facilitate your general professional development?



Q26 Would you be interested in participating in future ENTRi trainings?



Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?

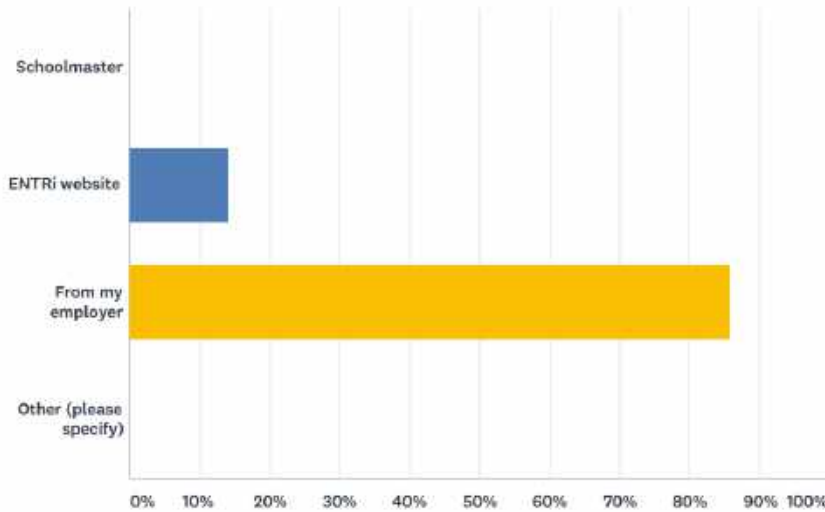


**Training of Trainers (ToT #1)**

Training Provider: CEP (lead) and ASPR (partner)  
 Location of course: Pristina, KOSOVO  
 Number of participants: 18 participants (8 females, 10 males)  
 Date: 29 Nov.–01 Dec. 2017

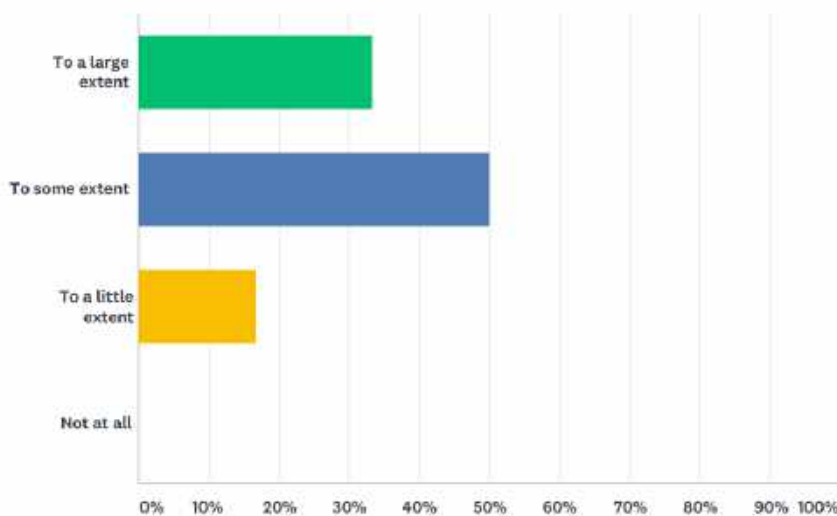
**Q2 Where did you find out about the course you have attended?**

Answered: 7 Skipped: 0



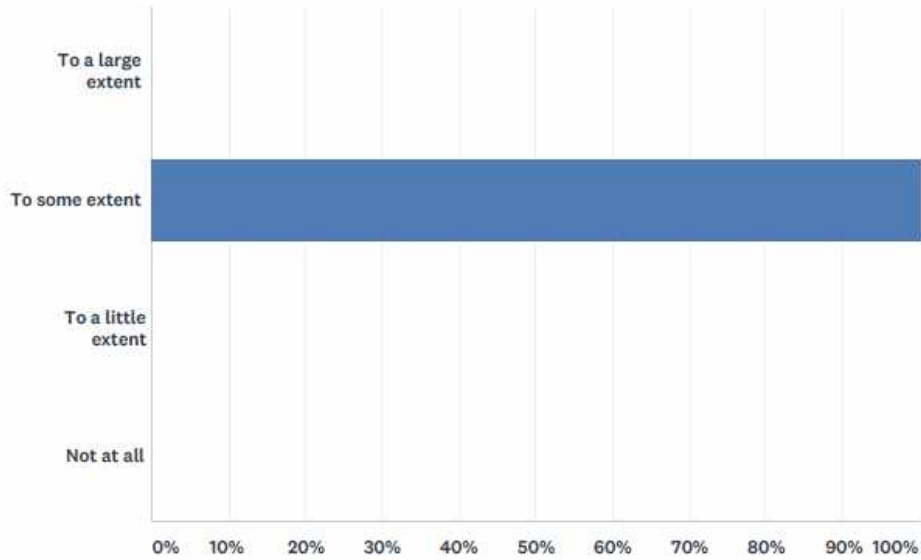
**Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?**

Answered: 6 Skipped: 1



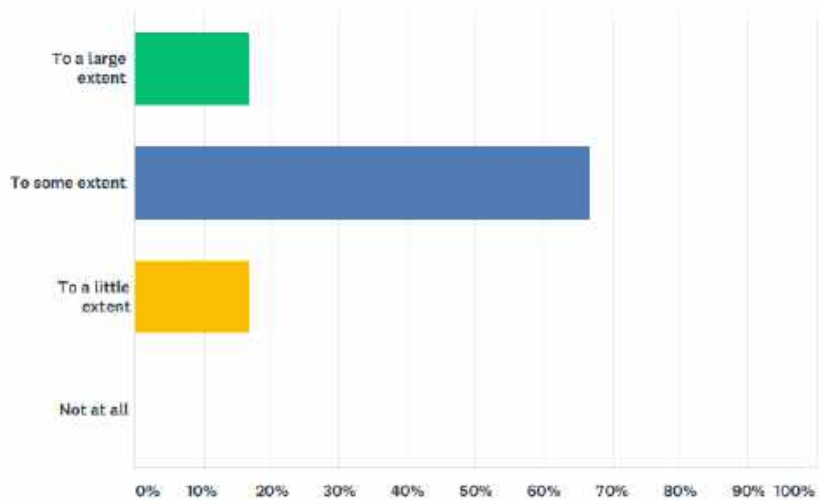
### Q14 To what extent did the course provide useful knowledge for a mission context?

Answered: 6 Skipped: 1



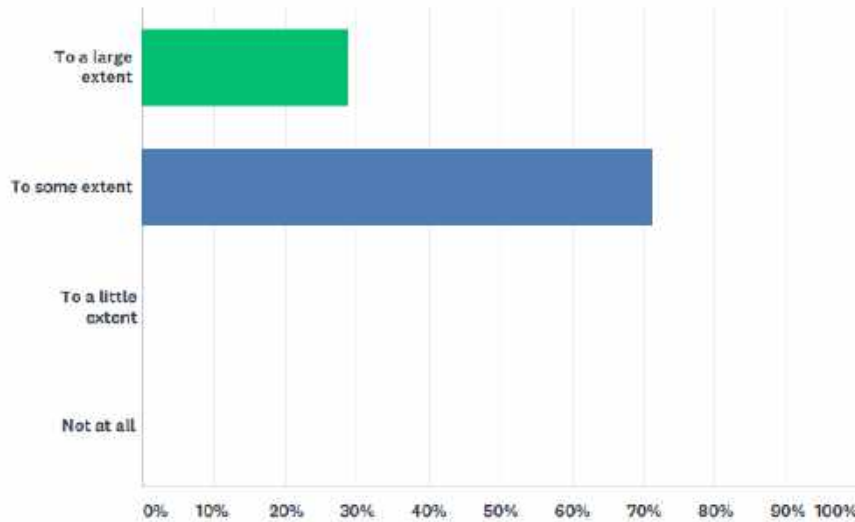
### Q15 To what extent did the course teach you relevant skills for a mission environment?

Answered: 6 Skipped: 1



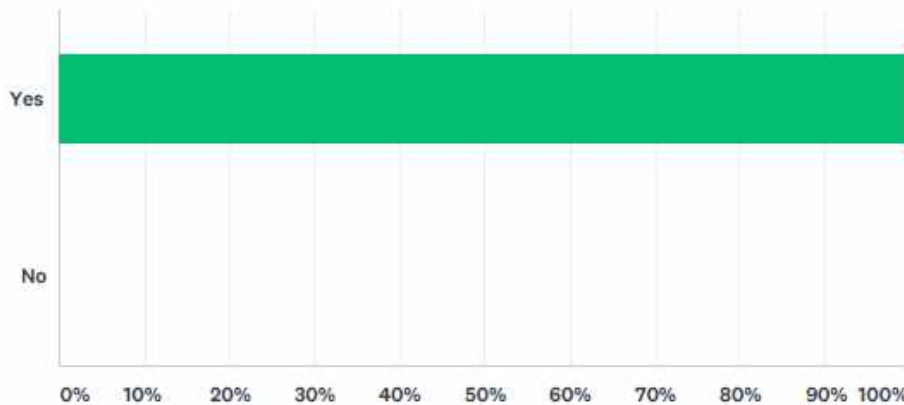
Q17 To what extent would you consider the information provided during the course helpful for your daily work?

Answered: 7 Skipped: 0



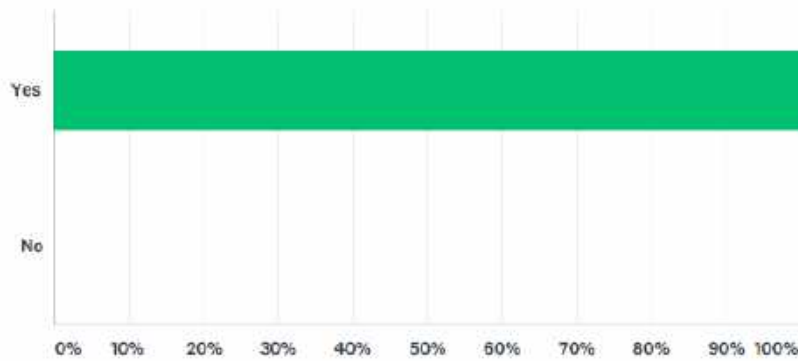
Q25 Did the ENTRi course facilitate your general professional development?

Answered: 7 Skipped: 0



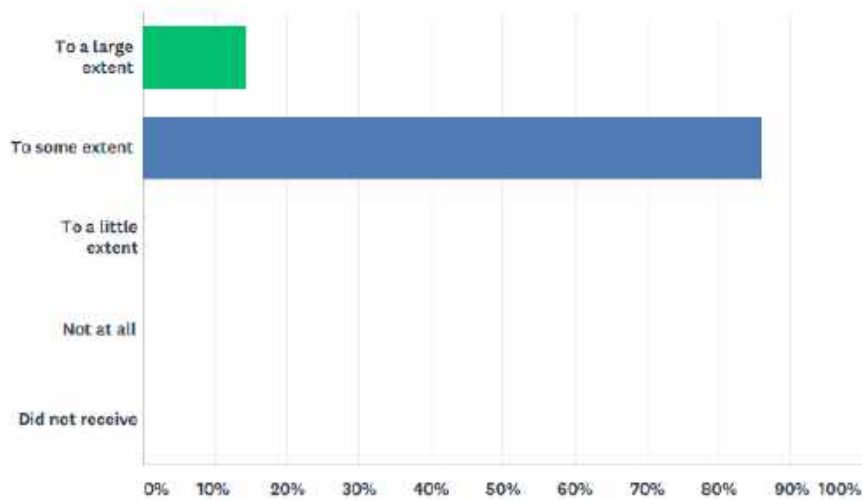
Q26 Would you be interested in participating in future ENTRi trainings?

Answered: 7 Skipped: 0



Q27 To what extent did the ENTRi In Control / Garder le contrôle handbook provide you with an added value before, during or after your deployment?

Answered: 7 Skipped: 0



The ENTRi Secretariat completed a study ([ENTRi under the Microscope](#), see Annex I), which examined the added value that ENTRi had on the capacity-building landscape since its inception in 2011. One part of this study consisted of a survey that explicitly asked former participants to share tangible examples of how they made use of skills and knowledge obtained during ENTRi activities while working in missions.

The Secretariat received an incredible amount of informative feedback, collated in the excerpt below. In total, 117 former ENTRi beneficiaries responded to the survey, of which 23% wanted to stay anonymous. The Secretariat obtained permission from the persons mentioned in the table below to quote them.

Where did you use what you learned from ENTRi?	What ENTRi activity / product are you referring to?	How did it help you?	Who are you?
<b>OSCE Special Monitoring Mission (SMM), Donetsk/Luhansk. UKRAINE</b>	Negotiation and Mediation Course	I could better understand the dynamics of the negotiation situation. For example, when I was following the negotiations between MH-17 investigation team and the minister of emergency services of Donetsk People's Republic. The goal was to gain access to possible missile launch sites for chemical ground analyses to finalise the on-site investigations.	Jyrki Kankaanpää, Monitoring Officer
<b>UNAMA AFGHANISTAN</b>	HEAT Course	I was involved in a security incident (1 guard was killed and 1 colleague injured) and I was well prepared thanks to the HEAT training that I had done in FR before leaving. HEAT is an extremely useful preparation to work in conflict areas.	Anonymous
<b>EULEX KOSOVO</b>	Mediation skills	Dealing with political interference	Antonio Melo

<b>CENTRAL AFRICAN REPUBLIC; MALI; MONUSCO</b>	<i>In Control</i> Handbook section on topography	I used many times lessons-learned from the Handbook, or should I say daily. It's a good reminder about what I've forgotten since the officer's academy. Especially in topography.	Philippe Pons, Chief of Operations
<b>Mindanao, PHILIPPINES / SOUTH SUDAN</b>	Child Protection Course	How to interview children in sensitive manner and understand the complexities of the 'child' in different cultures...MRM tools have helped to give training for trainers on MRM [Monitoring & Reporting Mechanisms]. ENTRI training has helped on getting possibilities and develop a career. More the better! Thank you and I hope it will continue.	Rami Kolehmainen, International Protection Officer at Nonviolent Peace force, South Sudan.
<b>Menaka, MALI</b>	Gender Advisor Course	In this Muslim dominated part of the world, gender is something new and to discuss and include it in project management is difficult. I applied the skills and knowledge from ENTRI course. I have registered some positive results in the communities.	Kum G. Wallang, Human Rights and Protection Officer
<b>EUMM GEORGIA</b>	Pre-deployment Training	Especially it helped me to bridge the gap between arriving to mission and receiving the induction training in the mission. This period usually takes between 2 to 6 weeks and is very rich on new information and experience. The pre-deployment training greatly helps to manage this information surge.	Roman Gajdosech, National Police
<b>OSCE VIENNA</b>	New Media Course	Effective monitoring of social media	Matthias Leitner, Chief of Staff UNIOGBIS

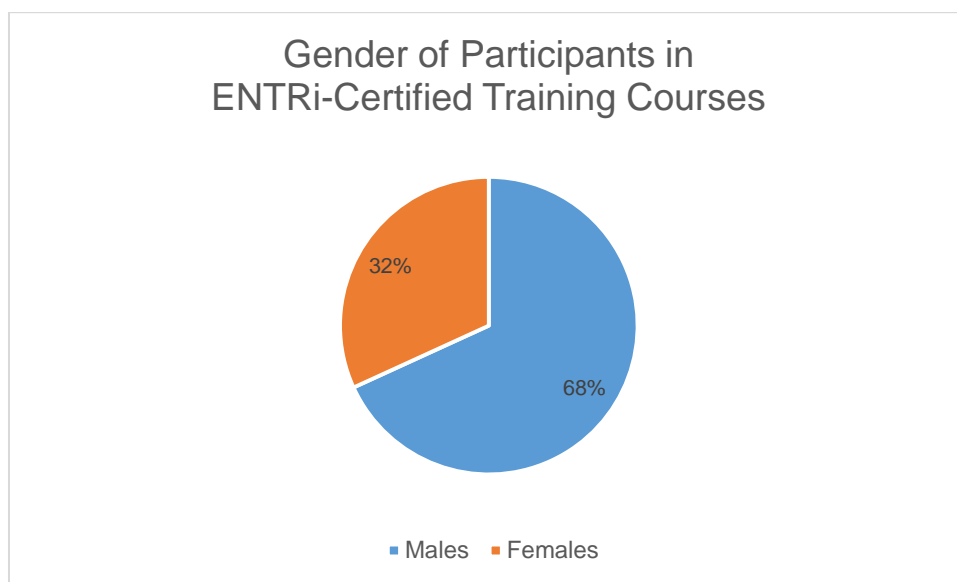
<p><b>EU's Police Mission in AFGHANISTAN</b></p>	<p>Human Rights Course in Pisa</p>	<p>The course helped me to develop a new human rights evaluation system of the police stations in the Afghan capital Kabul. The training very much inspired me to think of some relevant indicators regarding topics such as anti-torture, gender and human rights and how they could be properly fitted in to a new evolution format that would actually work on the ground.</p>	<p>Johan Chytraeus, Gender and Human Rights Adviser</p>
<p><b>Benghazi Prison LIBYA</b></p>	<p><i>In Control Handbook;</i>  Pre-Deployment Course Kosovo 2012</p>	<p>It helps me to: Evaluate and analyse available information on the Benghazi Prison, develop, organise and deliver initial (induction) and specialised training (Human Rights, Intercultural Education, Management of Critical and Operational Incidents, career development, training of trainers) for staff from the prison, develop local procedure and guide for intervention in critical and operational penitentiary incidents, including specific operational procedures related to juveniles.</p>	<p>Dorin Muresan, Board Member of the International Corrections and Prison Association</p>
<p><b>UN Mission in Kinshasa</b></p>	<p>Mentoring in Civilian crisis management Course</p>	<p>It helped me to deal with a different group of judicial officers, and judicial staff which seemed to be heavily reluctant to our mission.</p>	<p>Anonymous, Judicial Affairs Officer</p>
<p><b>DR CONGO</b></p>	<p>Advanced training on Rule of Law</p>	<p>To advocate for the release of children arbitrarily detained by the national intelligence service.</p>	<p>Anonymous</p>



**Output 1.3. Projected number of personnel receive ENTRi-certified training**

The training was provided by either certified members of the ENTRi Partner Consortium or by third parties/training institutions who applied for and subsequently were – following a thorough standardised examination by the Working Group on Certification – granted ENTRi Certification (“C<sup>3</sup>MC label”).

During ENTRi III, approximately 4.490 individuals (3.061 males and 1.429 females) received ENTRi-certified training. The selection of the participants was done by the respective training providers. More males than females took part in the courses. The underlying reason for this was the linkage between recruitment and gender. (EU member states recruit more men than women, thus the number of men undergoing training is equally high)



For a more detailed breakdown of courses conducted, including the number of participants, please see the table below:

ENTRi-Certified Course Provider	Certified Course	Males	Females	Total
<b>Austrian Study Centre for Peace and Conflict Resolution (ASPR) AUSTRIA</b>	Core Course	8	8	16
	Core Course	4	9	13
	Core Course	9	13	22
	Core Course	8	5	13
	Rule of Law	10	12	22
<b>Austrian Ministry of Interior</b>	HEAT	11	0	11

<i>AUSTRIA</i>	HEAT	17	5	22
	HEAT	12	4	16
	HEAT	14	4	18
	HEAT	15	2	17
	HEAT	12	5	17
<b>Austrian Armed Forces International Centre (AUTINT) <i>AUSTRIA</i></b>	HEAT	18	4	22
	HEAT	13	4	17
	HEAT	13	2	15
	HEAT	36	10	46
	HEAT	15	3	18
	HEAT	29	6	35
	HEAT	13	4	17
	HEAT	27	7	34
	HEAT	16	6	22
	HEAT	14	7	21
	HEAT	16	6	22
	HEAT	12	3	15
	HEAT	17	3	20
	HEAT	17	6	23
	HEAT	15	7	22
	HEAT	12	12	24
	HEAT	14	11	25
	HEAT	13	11	24
	HEAT	11	14	25
	HEAT	12	11	23
HEAT	16	7	23	
HEAT	15	6	21	
HEAT	12	10	22	
<b>Federal Office of Civil Protection and Disaster Assistance – Academy for Crisis Management, Emergency Planning and Civil Protection (BBK-AKNZ) <i>GERMANY</i></b>	HEAT	15	11	26
	HEAT	18	5	23
	HEAT	14	10	24
	HEAT	11	16	27
	HEAT	14	10	24
	HEAT	13	12	25
	HEAT	13	11	24
	HEAT	9	15	24
	HEAT	16	6	22
	HEAT	9	15	24
<b>Baden Württemberg State Police College</b>	Core Course	10	0	10
	Core Course	12	2	14

<i>GERMANY</i>	Core Course	15	2	17
	Core Course	12	1	13
	Core Course	14	0	14
	Core Course	2	6	8
	Core Course	9	1	10
	Core Course	6	1	7
	Core Course	7	2	9
	Core Course	14	0	14
	Core Course	12	2	14
	Core Course	8	6	14
	Core Course	15	0	15
	Core Course	10	4	14
	Core Course	7	0	7
	Core Course	8	1	9
	Core Course	9	3	12
<b>Center for International Peace Operations (ZIF)</b> <i>GERMANY</i>	HEAT	11	4	15
	HEAT	12	8	20
	HEAT	9	10	19
	HEAT	11	11	22
	HEAT	7	12	19
	HEAT	12	8	20
	HEAT	5	17	22
	HEAT	16	7	23
	HEAT	11	11	22
	HEAT	13	8	21
	HEAT	9	10	19
	HEAT	10	11	21
	HEAT	9	11	20
	HEAT	11	6	17
	CGTPO	10	10	20
	CGTPO	6	15	21
	CGTPO	16	5	21
	CGTPO	9	8	17
	CGTPO	6	9	15
	Training of Trainers	7	9	16
Core Course	11	8	19	
Core Course	10	7	17	
Core Course	11	9	20	
<b>Centre for European Perspective (CEP)</b>	HEAT	17	2	19
	HEAT	13	2	15

<i>SLOVENIA</i>	Mentoring in Civilian Crisis Management	16	6	22
<b>Clingendael – Netherlands Institute of International Relations</b> <i>THE NETHERLANDS</i>	Negotiation and Mediation	13	8	21
	Training of Trainers	8	7	15
<b>Crisis Management Centre (CMC)</b> <i>FINLAND</i>	HEAT	3	4	7
	HEAT	2	0	2
	HEAT	2	4	6
	HEAT	19	6	25
	HEAT	1	2	3
	HEAT	6	4	10
	HEAT	18	6	24
	HEAT	17	10	27
	EU Core Course	25	5	30
	EU Core Course	11	15	26
	EU Core Course	10	17	27
	EU Core Course	17	11	28
	Basic Course on Civilian Crisis Management	16	11	27
	Basic Course on Civilian Crisis Management	8	15	23
<b>Geneva Centre for the Democratic Control of Armed Forces (DCAF)</b> <i>SWITZERLAND</i>	Introduction to SSR	9	12	21
	Introduction to SSR	21	9	30
	Introduction to SSR	20	2	22
	Introduction to SSR	8	4	12
	Introduction to SSR	18	2	20
	Introduction to SSR	24	9	33
	Introduction to SSR	75	2	77
	Introduction to SSR	19	9	28
	Introduction to SSR	21	2	23
	Introduction to SSR	26	5	31
	Advanced SSR	13	4	17
	Advanced SSR	15	10	25
	Advanced SSR	28	5	33
	Advanced SSR	12	11	23
	Advanced SSR	12	5	17
	Advanced SSR	16	10	26
	Advanced SSR	9	11	20
Advanced SSR	18	2	20	

	Advanced SSR	15	9	24
	Advanced SSR	17	10	27
	Advanced SSR	19	2	21
<b>Institute for International Relations (Egmont)</b> <i>BELGIUM</i>	CGTPO	9	7	16
<b>German Federal Police Academy</b> <i>GERMANY</i>	Mentoring	64	8	72
	Mentoring	37	4	41
	Mentoring	32	6	38
	Mentoring	20	9	29
	Core Course	38	11	49
	Core Course	34	6	40
	Core Course	51	10	61
	Core Course	20	3	23
<b>Guardia Civil</b> <i>SPAIN</i>	HEAT	17	8	25
	HEAT	24	1	25
	HEAT	17	8	25
	HEAT	12	14	26
	HEAT	23	4	27
	HEAT	21	4	25
	HEAT	9	16	25
	HEAT	19	6	25
	HEAT	12	5	17
<b>Folke Bernadotte Academy (FBA)</b> <i>SWEDEN</i>	Gender Advisors	7	15	22
<b>French Ministry of Foreign Affairs</b> <i>FRANCE</i>	HEAT	n/a*	n/a*	n/a*
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a

	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
	HEAT	n/a	n/a	n/a
<b>French Ministry of the Interior</b> <i>FRANCE</i>	HEAT	16	4	20
	HEAT	18	0	18
	HEAT	20	0	20
	HEAT	17	2	19
<b>Geneva Centre for Security Policy (GCSP)</b> <i>SWITZERLAND</i>	Core Course	13	8	21
	Core Course	11	11	22
	Core Course	13	10	23
<b>Guarda Nacional Republicana</b> <i>PORTUGAL</i>	Mentoring in Civilian Crisis Management	15	2	17
	Mentoring in Civilian Crisis Management	16	2	18
	Mentoring in Civilian Crisis Management	15	3	18
	Mentoring in Civilian Crisis Management	12	4	16
	Mentoring in Civilian Crisis Management	12	3	15
	HEAT	17	5	22
	HEAT	19	1	20
	Core Course	11	2	13
<b>Police Academy of North Rhine-Westphalia</b> <i>GERMANY</i>	Core Course	8	5	13
	Core Course	26	7	33
	Core Course	19	6	25
	Core Course	7	0	7
	Core Course	11	3	14
	Core Course	8	0	8
	Core Course	8	4	12
	Core Course	6	2	8
	Core Course	8	1	9
	Core Course	10	1	11
	Core Course	12	12	24
	Core Course	9	1	10
	Core Course	9	4	13

	Core Course	10	0	10
	Core Course	8	2	10
	Core Course	9	4	13
	Core Course	10	6	16
	Core Course	10	8	18
	Core Course	9	9	18
	Core Course	10	2	12
	Core Course	5	2	7
	Core Course	10	2	12
<b>Scuola Superiore Sant'Anna (SSSA) ITALY</b>	HEAT	n/a	n/a	n/a
	Pre-Deployment	n/a	n/a	n/a
	Human Rights	11	11	22
	Human Rights	11	10	21
	Human Rights	9	11	20
<b>Stabilisation Unit (SU) UNITED KINGDOM</b>	HEAT	n/a**	n/a**	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	15
	HEAT	n/a	n/a	8
<b>Swiss Armed Forces International Command (SWISSINT) SWITZERLAND</b>	HEAT	11	12	23
	HEAT	15	9	24
	HEAT	11	13	24

Total	3061	1429	4490
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\* In total 151 females and 166 males were trained.

\*\* In total 76 females and 247 males were trained.

#### **Output 1.4. Personnel both prior to and during deployment access technology-enabled learning opportunities**

The ENTRi website [www.entriforccm.eu](http://www.entriforccm.eu), which counted 105,245 visits; 320,313 page views, 358,177 actions between 1 June 2016 and 19 July 2019, has been continuously adapted and improved, making it possible for any interested parties to inform themselves about ENTRi and to access technology-enabled learning opportunities. Such learning opportunities exist in various shapes and forms, starting with our very own e-Learning products, the *Stress Management* and *Inter-Cultural Competence* modules.

In order to make the website more appealing, user-friendly and modern, a company was contracted to modernise and re-design the webpage. Furthermore, a quiz to test users' knowledge on the *In Control Handbook* was developed.

On top of that, an interactive deployment checklist has been developed. Its purpose is to guide civilian experts on what to keep in mind prior, during and after their deployment to missions. For instance, it includes sections of relevant source documentation, medical preparations, a vehicle checklist and advice on, upon return home, how to re-integrate with friends and family. This interactive tool is available for usage on the website, yet it is also available for download.

The ENTRi website also provided a wide variety of links to other online course providers, including those of the United Nations, European Union and NATO.

Additionally, ENTRi funded the development of two e-Learning modules for the European External Action Service. (Please refer to Activity A 1.3. Development and implementation of approximately 2 technology enabled learning products)

#### **Output 1.5. Training provided by ENTRi adapts to changing requirement of crisis management missions.**

The ENTRi Secretariat was in regular exchange with the European External Action Service and its consortium members to ensure that the topics covered were relevant, beneficial and up-to-date.

ENTRi has developed three new courses and approved those to be made available to third parties for ENTRi certification:



1. Introduction to Rule of Law
2. Negotiation and Mediation
3. Comprehensive Generic Training on Peace Operations

The Rule of Law course aims at providing participants with a comprehensive overview of the different aspects of the Rule of Law in civilian crisis management missions considering the diversity of missions' assignments. As such, it focuses on the concept of Rule of Law itself, the recent changes and the current challenges in the field, the actors involved, their respective mandates and the way they cooperate and coordinate. Furthermore, the course addresses specific issues related to Rule of Law such as international and transitional justice, the fight against corruption or Rule of Law enforcement. This programme is also designed to introduce participants to tools that will be useful in the daily practice of their duties such as monitoring, mentoring and advising, as well as reporting and analysing techniques. The course therefore puts emphasis on interactivity and sharing of experiences. Lectures, round tables, case studies, discussions and group work aim at creating a dynamic learning environment. Pragmatism and real-life experiences from past missions lie at the heart of the approach to the training programme, allowing participants to apprehend the complexity of peacebuilding missions and the challenges they will be facing on the ground.

The Negotiation and Mediation course aims to enable participants to extend their knowledge, skills, and competencies in negotiation and mediation, and thereby be more successful in their approaches to (civilian) crisis management in missions. While working in international crisis management one operates in the midst of negotiated and mediated (politicised) processes. Mission staff is expected to fulfil a role as negotiator or mediator, or be prepared to fulfil that role. Hence, the elements of this training in negotiation and mediation skills apply to positions from senior leadership up to that of the individual trainer, mentor or observer. Closely related to the skills of negotiation and mediation for members of international crisis management missions are the concepts of 'do no harm' and 'conflict-sensitiveness' which are also mainstreamed into the course curriculum.

The Comprehensive Generic Training on Peace Operations (CGTPO) course is a revised version of the ENTRI-certified Core Course. CGTPO takes into account latest developments in the field of peace operations and crisis management, training methodology, and adult learning. It aims at providing civilian, military and police personnel with the necessary knowledge, skills and attitudes to enable them to perform their tasks successfully, contribute effectively to fulfilling the mandate of the international organisation they are deploying to, and at preparing them to take care of themselves and colleagues while on mission. The generic training is ideally provided well in advance of any assignment. It seeks to provide participants with a realistic insight into the daily work in peace operations and prepare them for the numerous challenges they might encounter in the field. For some experts, the generic training is

the first of several trainings before deployment, for others it is the only training they will ever receive before going on a mission.

Adding to this, ENTRi updated the Course Concepts and Course Programmes for two courses and approved those to be made available to third parties for ENTRi certification:

1. Security Sector Reform (SSR)
2. Hostile Environment Awareness Training (HEAT)

Further, there was also an identified need for CSDP mission staff for a different type of security e-Learning module than the Basic Awareness in Security (BASE). Based on this need, a new e-Learning module is being developed: The new e-Learning module MASE (Mission Awareness Security, working title, finalisation expected in 2019/2020) will improve the individual security and safety awareness of its users. Understanding and using the information provided in this module is complemented by specific advice that should help participants to work and live safely abroad. This module will be for all staff members who will be deployed in the realm of CSDP. Parts of the e-Learning will be relevant to third parties. Much of the information provided will also be useful for staff already "on post". The intention is that the course participants will follow the training via computer in their working place. Special needs of the civilian missions based in countries with limited access to the internet or with a limited bandwidth are being considered during development and implementation.

Similarly, the European External Action Service identified a need for training staff of crisis management missions with regards to a Code of Conduct, recently adopted by the European Council. ENTRi responded to these changing requirements by also financing the development of an e-Learning module on the Code of Conduct for CSDP staff. Numerous preliminary meetings have taken place, storyboards and scenarios have been created. A CPCC subject matter expert has been heavily involved in this process and the company in charge of developing the product has finished its work. In order to cover all current CSDP mission languages, the e-Learning module has been made available in French and in English, with the EEAS being responsible for content.

As already outlined, ENTRi introduced a new Course on Mentoring, Monitoring and Advising in the context of civilian crisis management missions (MMA Course) and, thereupon, developed a Course Package.

## **Outcome R2: Improved harmonisation and coherence of civilian training activities in Europe and beyond**

ENTRi's Working Group on Certification aimed to ensure the promotion of European training standards by processing C<sup>3</sup>MC-certifications of course content/methodology that has been checked by ENTRi partners. 18 different courses were developed and

certifiable. ENTRi's certification process over the years has gained standing and reputation. This is supported by the Director of Security at NATO who stated:

“Since 2015, the NATO IS [*International Staff*] has utilised ENTRi HEAT certified courses and training establishments. Currently, the NATO IS has not identified another syllabus that is recognised in the manner of ENTRi HEAT and that covers all the main areas required to fulfil its responsibilities towards its personnel travelling to such other locations where enhanced security and safety measures are required.” (see Annex II).

Additionally, the OSCEs Tender “RFP/SMM/37/2018, Provision of Hostile Environment Awareness Training (HEAT) for the OSCE Special Monitoring Mission to Ukraine” states under its “Deliverables and key performance indicators for vendors” that “it is highly expected to have an internationally certified HEAT course. (for example ISO; or documented experience delivering ENTRi certified HEAT training under the C<sup>3</sup>MC-label)” (see Annex III)

The progress made with regards to the production of off-the-shelf-packages also attests to the harmonisation of civilian training activities. In total, five packages and 2 Toolboxes were developed. (due to a slightly different format, ENTRi chose to call two of the deliverables “Toolboxes” rather than “package”. All in all they count as “packages”)

### **Output 2.1. Courses Delivered both within the ENTRi Framework and by External Organisations to Personnel Deployed on Crisis Management Missions Share Coherent Objective and Didactic Approaches (Indicator #2.1)**

ENTRi awarded a C<sup>3</sup>MC label (Certified EU Civilian Crisis Management Course) to courses that meet its established standards and criteria – ensuring coherent objective and didactic approaches of courses delivered to personnel deployed in crisis management missions.

The list of courses available for certification, including a guide on how to apply for application as well as course programmes and course concepts (downloadable and available free of charge), was published on [ENTRi's website](#).

Over the course of ENTRi I to III, the ENTRi Partner Consortium developed course concepts and programmes for the following 19 courses in total:

- Core Course
- Comprehensive Generic Training on Peace Operations (CGTPO)

- Pre-Deployment Training (PDT)
- Human Rights
- Media Development
- New Media
- Good Governance & Civilian Administration
- Child Protection, Monitoring & Rehabilitation
- Mission Management, Administration and Support
- Hostile Environment Awareness Training (HEAT)
- Press and Public Information
- Leadership & Gender
- Conflict Analysis and Conflict Sensitivity
- Mentoring in Civilian Crisis Management
- Rule of Law
- Gender Advisers
- Security Sector Reform
- Negotiation and Mediation
- Training of Trainers

On its website, ENTRi made a [list](#) of certified training course providers publicly available. Please note that ENTRi certification does not mean ENTRi funds were used to carry out the training. It only means that the course met the standards set by ENTRi.



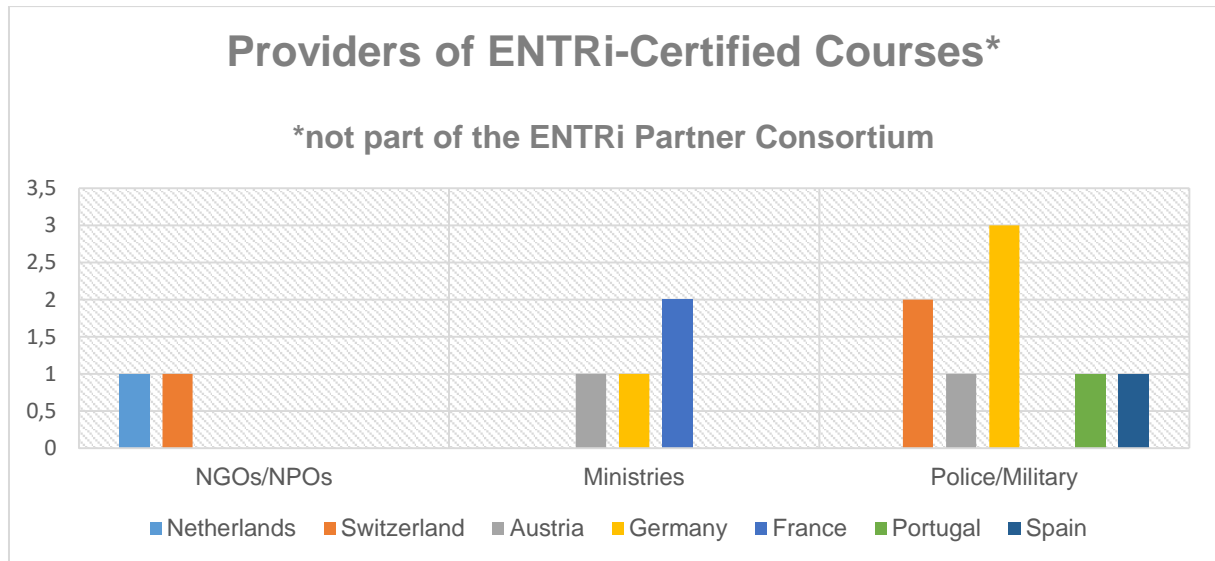
## Certifications

**ENTRI Certification List - Award of the C<sup>3</sup>MC Label**

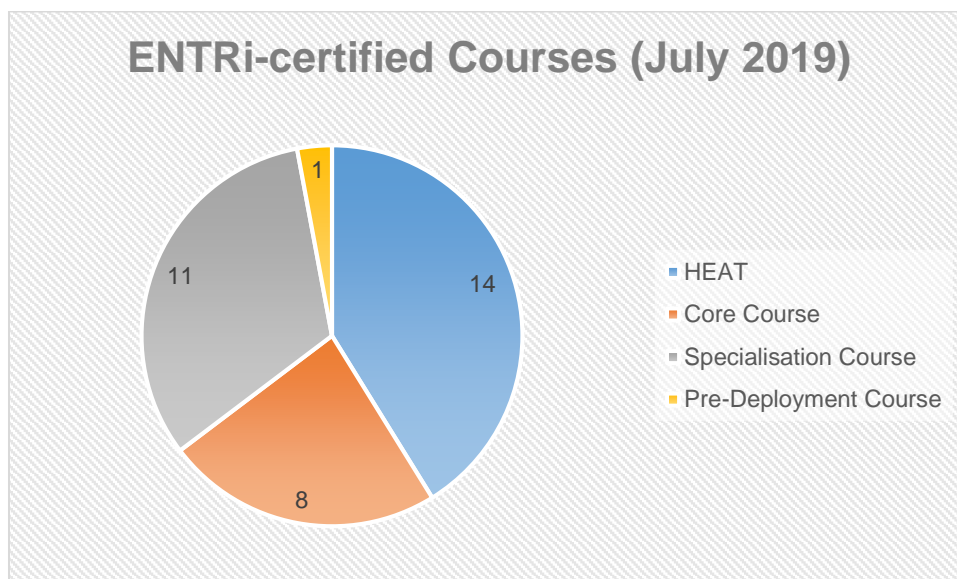
Training Provider	Location	Course Title	Course Type	Validity of Certification
Austrian Armed Forces International Centre (A/ITNT)	Götzendorf, Austria	Hostile Environment Awareness Training (HEAT)	Specialisation	17.04.2022
Austrian Ministry of the Interior	Vienna, Austria	Hostile Environment Awareness Training (HEAT)	Specialisation	11.04.2021
Austrian Study Centre for Peace and Conflict Resolution (ASPR)	Schöning, Austria	Rule of Law	Specialisation	30.05.2019
Austrian Study Centre for Peace and Conflict Resolution (ASPR)	Schöning, Austria	Core Course	Core	30.04.2022
Baden-Württemberg State Police College	Böblingen, Germany	Core Course	Core	30.05.2019
Center for International Peace Operations (ZIF)	Berlin, Germany	Hostile Environment Awareness Training (HEAT)	Specialisation	30.05.2022
Center for International Peace Operations (ZIF)	Berlin, Germany	Training of Trainers	Specialisation	07.01.2022
Center for International Peace Operations (ZIF)	Berlin, Germany	Comprehensive Generic Training on Peace Operations (CGTPO)	Core	03.03.2022
Centre for European Perspective (CEP)	Menges, Slovenia	Hostile Environment Awareness Training (HEAT)	Specialisation	04.10.2021
Centre for European Perspective (CEP)	Menges, Slovenia	Mentoring in Civilian Crisis Management	Specialisation	05.02.2022
Centre for Safety and Development (CSD)	Amersfoort, Netherlands	Hostile Environment Awareness Training (HEAT)	Specialisation	22.11.2019
Centro de Adiestramientos Especiales, Guardia Civil	Logroño, Spain	Hostile Environment Awareness Training (HEAT)	Specialisation	25.01.2021
Crisis Management Centre (CMC)	Kuusko, Finland	Hostile Environment Awareness Training (HEAT)	Specialisation	07.01.2022
Crisis Management Centre (CMC)	Kuusko, Finland	Basic Course on Civilian Crisis Management	Core	09.01.2022
Egmont Institute	Brussels, Belgium	Comprehensive Generic Training on Peace Operations (CGTPO)	Core	25.11.2021
Federal Office of Civil Protection and Disaster Assistance (BBK-APOKZ)	Bad Nauheim-Abnweilen, Germany	Hostile Environment Awareness Training (HEAT)	Specialisation	27.02.2022
Folk Berednings Akademi (FBA)	Sandviken, Sweden	Gender Advisors	Specialisation Course	19.11.2019
French Ministry of Foreign	Paris, France	Hostile Environment	Specialisation	30.05.2022

ENTRI					
		Resources	Certification	About	Search <input type="text"/>
Professional and Business Assistance (BBK-AKNZ)	C3MC	Origins & Methodology	Developed Courses	List of Certified Courses	
		Germany			
Folke Bernadotte Academy (FBA)		Sandviken, Sweden	Gender Advisors	Specialisation Course	19.11.2019
French Ministry of Foreign Affairs		Paris, France	Hostile Environment Awareness Training (HEAT)	Specialisation	20.05.2022
French Ministry of the Interior		Paris, France	Hostile Environment Awareness Training (HEAT)	Specialisation	30.05.2019
Geneva Centre for Security Policy (GCSP)		Geneva, Switzerland	Core Course	Core	04.07.2021
Geneva Centre for the Democratic Control of Armed Forces (DCAF)		Geneva, Switzerland	Introduction to SSR	Specialisation	13.02.2020
Geneva Centre for the Democratic Control of Armed Forces (DCAF)		Geneva, Switzerland	Advanced SSR Training	Specialisation	13.02.2020
German Federal Police Academy		Lübeck, Germany	Mentoring	Specialisation	14.02.2021
German Federal Police Academy		Lübeck, Germany	Core Course	Core	30.05.2019
Guarda Nacional Republicana		Lisbon, Portugal	Hostile Environment Awareness Training (HEAT)	Specialisation	09.05.2022
Guarda Nacional Republicana		Lisbon, Portugal	Mentoring in Civilian Crisis Management	Specialisation	09.05.2022
Netherlands Institute of International Relations Clingendael		The Hague, Netherlands	Negotiation and Mediation	Specialisation	30.05.2019
Netherlands Institute of International Relations Clingendael		The Hague, Netherlands	Training of Trainers	Specialisation	28.01.2022
Police Academy of North Rhine-Westphalia		Brühl, Germany	Core Course	Core	04.10.2021
Scuola Superiore Sant'Anna (SSSUP)		Pisa, Italy	Hostile Environment Awareness Training (HEAT)	Specialisation	25.03.2022
Scuola Superiore Sant'Anna (SSSUP)		Pisa, Italy	Pre-Deployment Course	Pre-Deployment	25.01.2021
Scuola Superiore Sant'Anna (SSSUP)		Pisa, Italy	Human Rights	Specialisation	30.05.2019
Stabilisation Unit		London, United Kingdom	Hostile Environment Awareness Training (HEAT & HET)	Specialisation	11.12.2020
Swiss Armed Forces International Command (SWISSINT)		Stans-Oberdorf, Switzerland	Hostile Environment Awareness Training (HEAT)	Specialisation	29.04.2022

As of 31 July 2019, ENTRI awarded 23 different institutions a C<sup>3</sup>MC label of which more than half, namely 14, were not part of the ENTRI Partner Consortium.



These institutions were, in total, offering 34 ENTRi-certified courses, of which 14 were HEAT courses and could also be offered as an integral part of so-called Core Courses.<sup>3</sup>



An anonymous complaint mechanism was established for participants if they wanted to let the Secretariat know about any concerns they have. During the reporting period, the Secretariat received no such complaint. However, a certified training provider

<sup>3</sup> The Core Course consists of modules designed to provide participants with the basic knowledge and skills required on a mission, independent of the specific function they will fulfil as experts in their own fields.

requested to have its course inspected and observed to ensure that it is run according to the established ENTRi standard. A subsequent on-site visit confirmed that the course, indeed, matched the ENTRi developed course concept and programme.

### **Output 2.2. ENTRi Collaborates with a Network of Identified Training Focal Points within EU Governments and International Organisations (Indicator 2.2)**

The ENTRi Secretariat frequently engaged with key counterparts, including training focal points. Regular exchanges of information and fruitful discussions took place with

- CPCC's and CMPD's sections on training and exercise on issues such as the establishment of the EU Policy on Training for CSDP and the role of the EUCTG. The ENTRi Secretariat also encouraged its ENTRi Consortium Partners to approach their national CIVCOM representatives regarding this matter.
- The Head of ESDC to ensure synergies, exchange good practices and lessons learned between ENTRi and ESDC.
- The OSCE, mainly with the Talent Management Section, which amongst others, shared information on upcoming conferences. The OSCE was also present during the ENTRi HEAT roundtable meeting, which brought together stakeholders from all over the world.
- Various UN actors such as
  - The Chief of UN DPKO ITS. (During the EAPTC meeting exchanges of information took place between the ENTRi Secretariat and UN DPKO ITS)
  - UN OCHA on ToT
  - UNDSS on HEAT

Apart from this, UN staff attended ENTRi training courses. (See detailed statistics in Chapter Outcome R 1)

The ENTRi Partner Consortium also made use of conferences, such as the EU Annual CSDP Training and Education Conference, where they collaborated and discussed with a wide variety of training actors.

### **Output 2.3. Training of Trainers Courses delivered within the ENTRi framework are available to and attended by trainers from missions, EU governments and external international organisations.**

In total six Training of Trainers (ToT) courses took place. The announcements of the courses were published on the ENTRi website, on partner websites and on the EEAS'

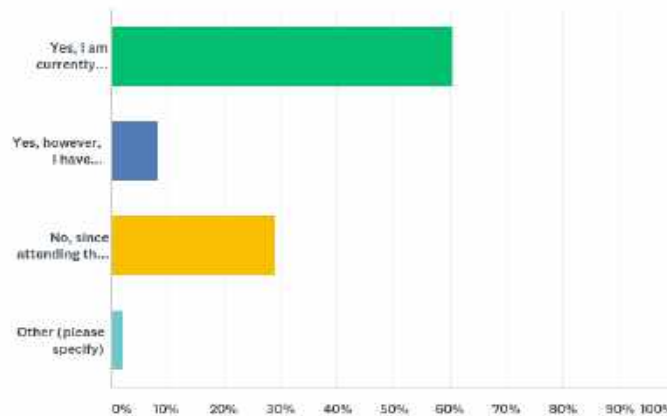


schoolmaster. For information on the affiliations of the participants, please refer to Activity A 1.1. Delivery of Approximately 6 Training of Trainers Courses

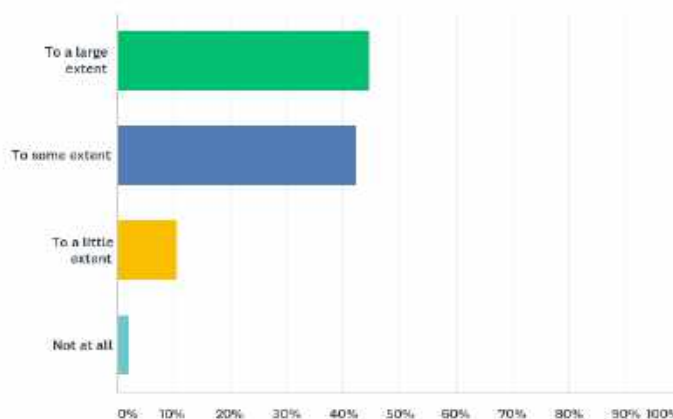
Two short testimonials of participants of the ToT course in Kosovo and Ukraine can be found in Annex IV as well as well as a letter by EULEX Kosovo to express their gratitude and appreciation. (Annex V)

Below, an extract of the results of the six-months-post-course surveys can be found, proving that, as a consequence of participating in ToT courses, skills and knowledge of personnel already being deployed to crisis management missions improved significantly.

Q5 Have you been working in a crisis management mission since you attended the course?



Q15 To what extent did the course teach you relevant skills for a mission environment?

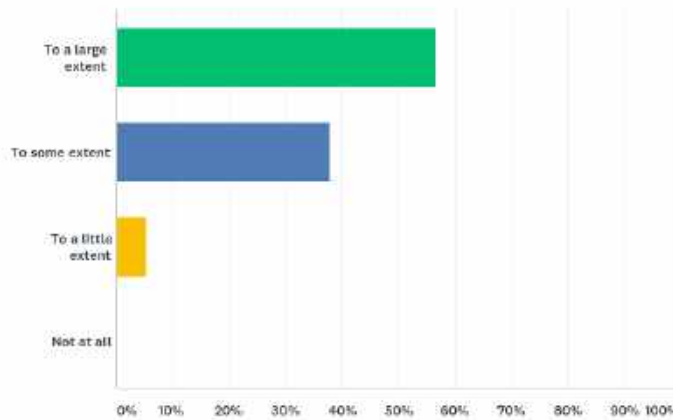


Q7 In which crisis management mission are you currently working/did you work since having completed the ENTRi course?

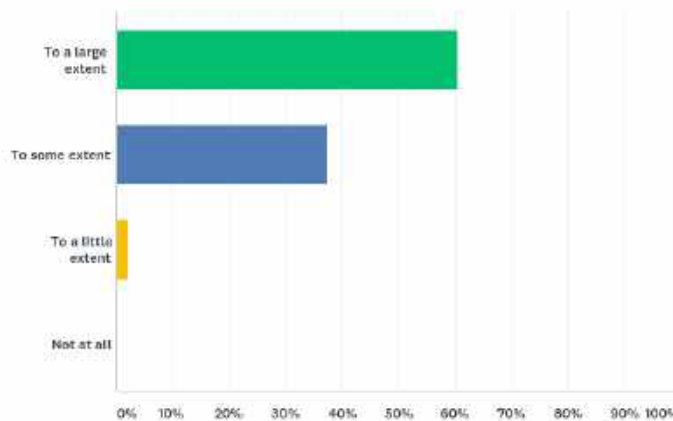


(This is a word cloud. The bigger the word, the more participants in ENTRi training courses came from this mission)

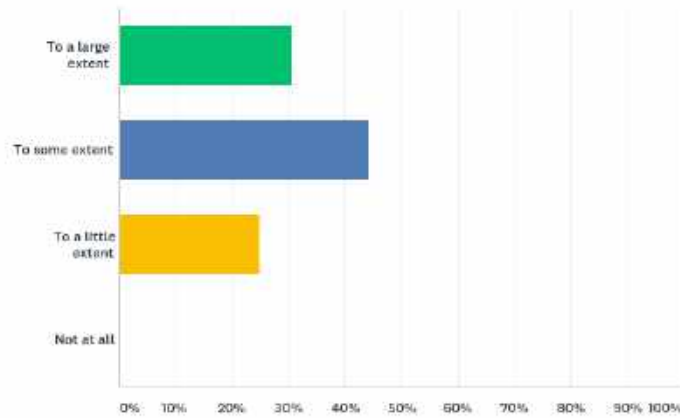
Q12 To what extent was the training helpful at improving your work performance within the given working tasks in the mission?



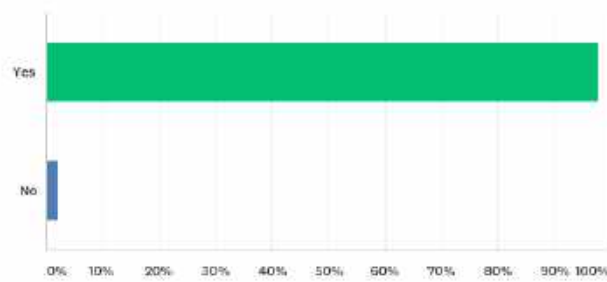
Q17 To what extent would you consider the information provided during the course helpful for your daily work?



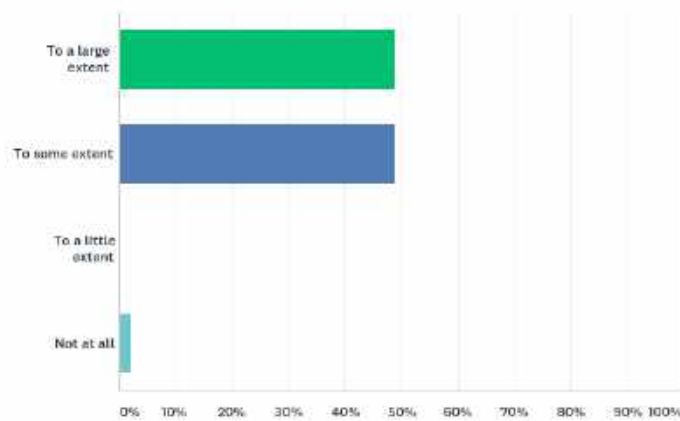
Q13 To what extent did the course increase your professional network?



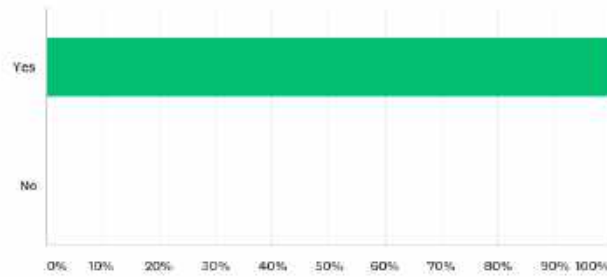
Q25 Did the ENTRi course facilitate your general professional development?



Q14 To what extent did the course provide useful knowledge for a mission context?

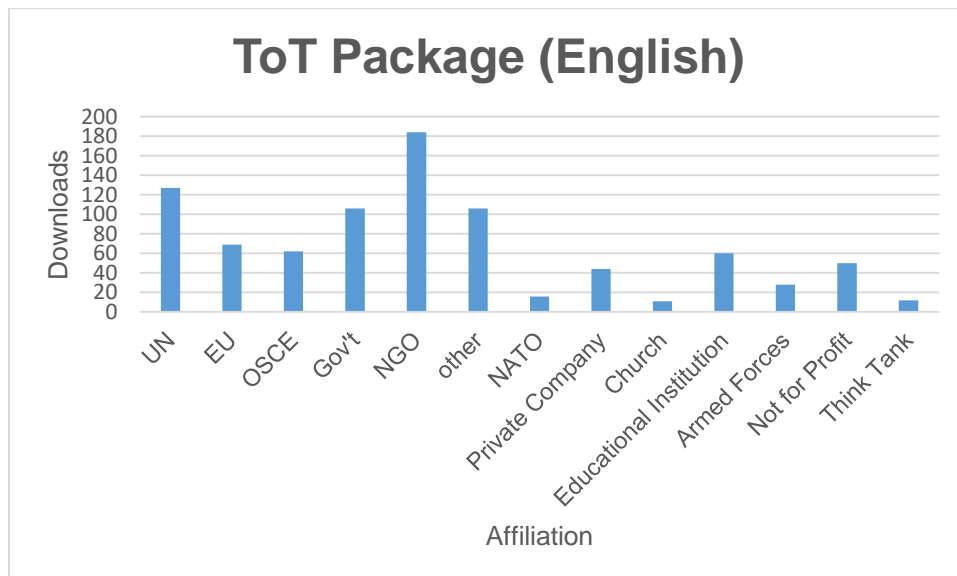


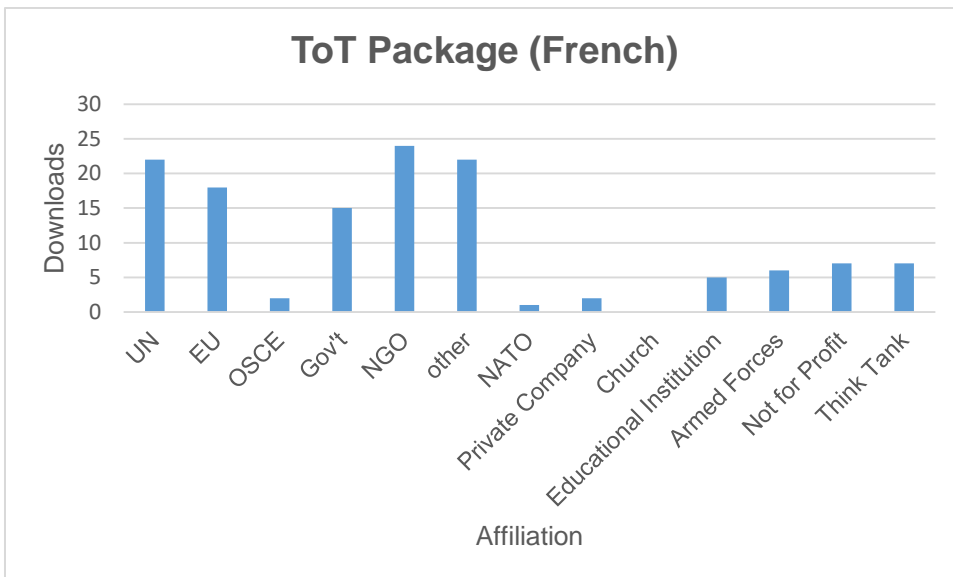
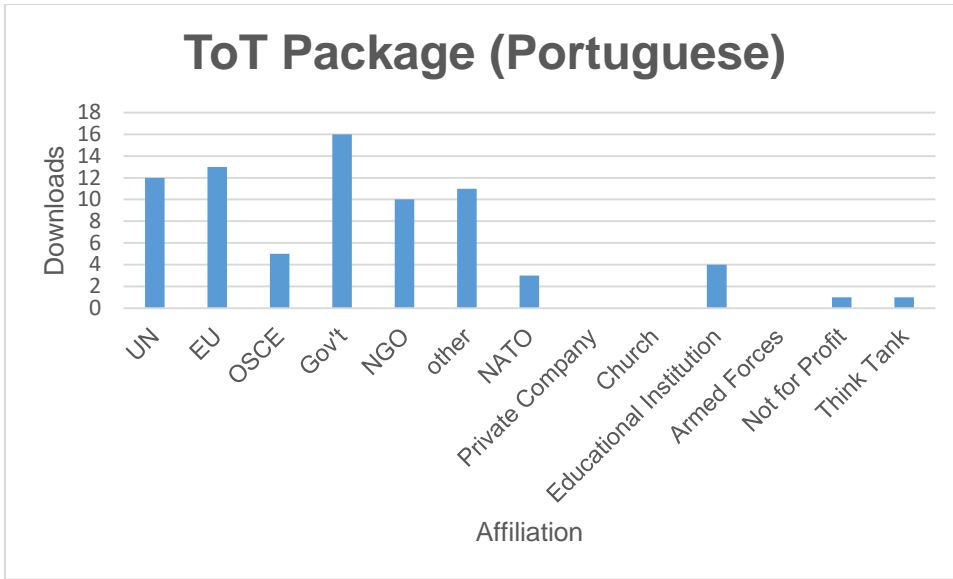
Q26 Would you be interested in participating in future ENTRi trainings?

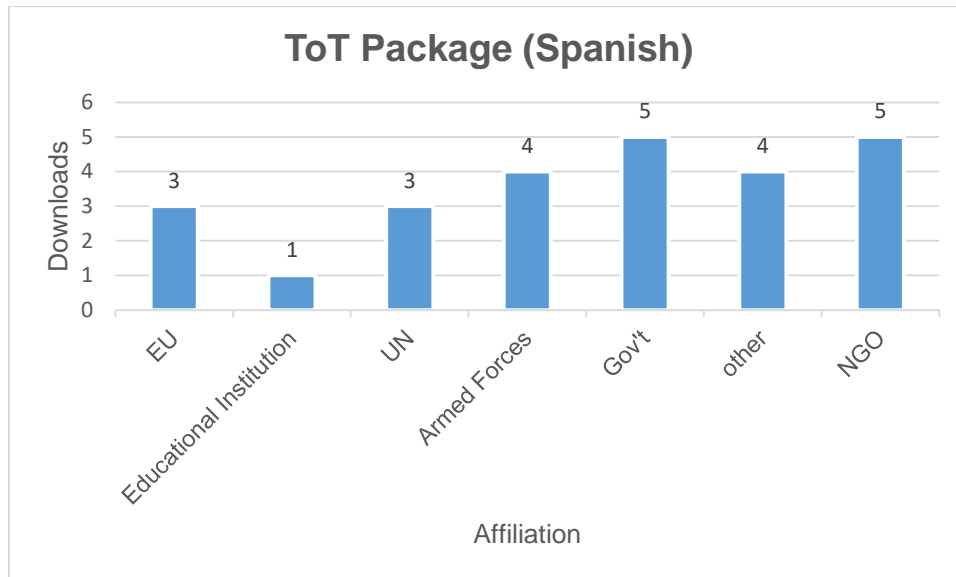


ENTRi has developed and uploaded its comprehensive Training of Trainers course package, which has been downloaded more than 900 times. (see Chapter Activity A 2.1.) Additionally, it has been translated into Spanish, Portuguese, and French.

Below a compilation of affiliations of those who downloaded the packages can be found. Many of the people who downloaded the package indicated they either worked for a government or for the EU. Most of them from NGOs and the UN.







**Output 2.4. Trainers, Resource Persons and Personnel from Training Units In-Missions Report that they apply the ENTRi Didactic Standards.**

It proved to be difficult to receive feedback from staff in missions on how they apply the ENTRi didactic standards.

ENTRi aimed to spread its didactic standards to trainers, resource persons and personnel by offering ToT courses and providing a free-of-charge ToT package on its website. In total, six ToT courses took place and most were attended by mission personnel.

**Output 2.5. Relevant organisations have nominated training focal points.**

Due to the fact that international organisations such as the UN, OSCE and EU have changing policies on managing training internally and a high degree of staff turn-over, ENTRi was relying on communication with headquarters and HR departments to forward information concerning available training. This was also requested by some missions, such as the EU Advisory Mission in Ukraine, as they wanted to maintain a single focal point for staff development opportunities to avoid losing control.

Over the years, ENTRi established itself as a well-known brand representing quality. Whereas in the past, ENTRi had to pro-actively reach out, during ENTRi III, ENTRi was called pro-actively by those requiring its services by visiting ENTRi's website or those of the ENTRi Partner Consortium, or contact the ENTRi Secretariat via email or phone.

**Output 2.6. Relevant civilian crisis missions have nominated training focal points.**

As more and more civilian missions have appointed training focal points, ENTRi attached great importance to reaching out to those individuals. In addition to regular exchanges with organisations' HQs (see above, Chapter Output 2.5.), ENTRi, on the one hand, invited missions to send staff members (and trainers) to its training activities and, on the other hand, engaged with training focal points from civilian missions during key meetings, such as the annual EU Annual CSDP Training and Education Conference in Brussels.

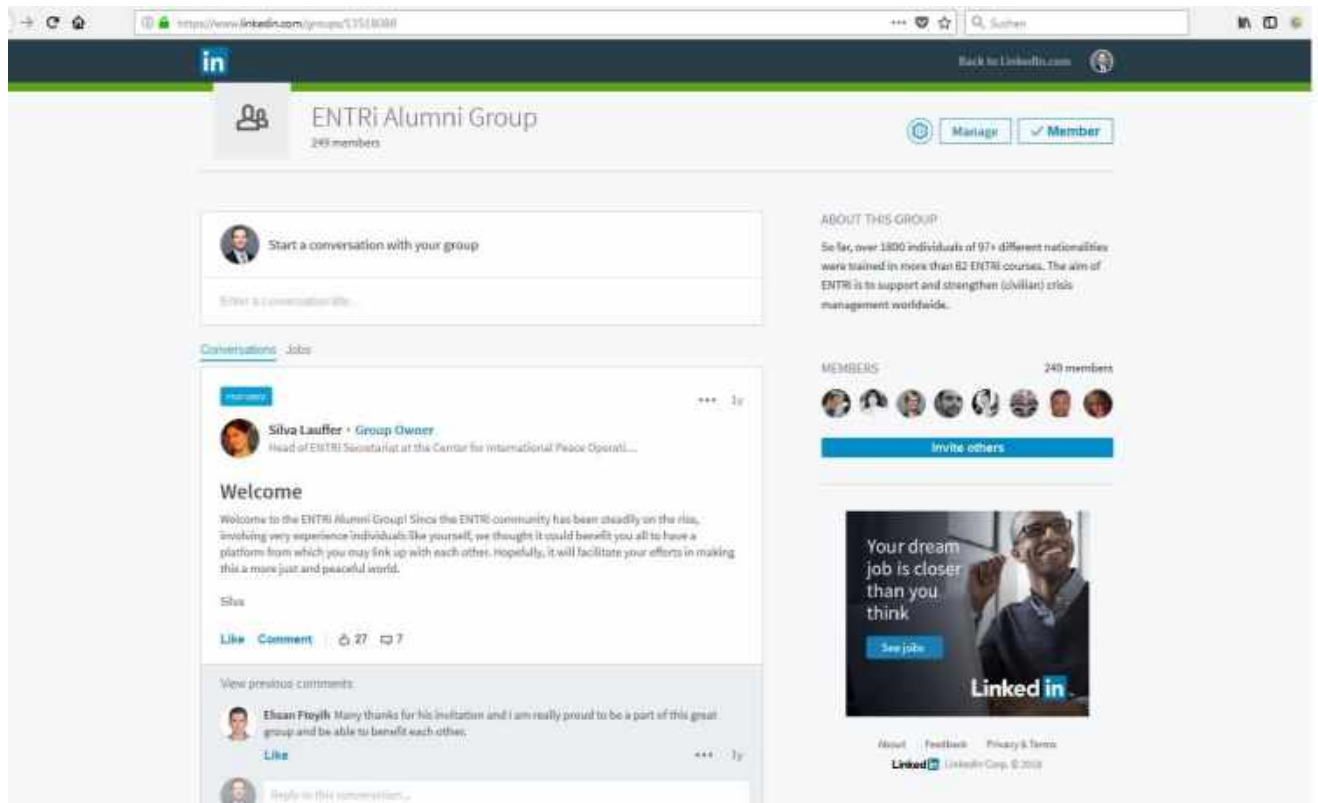
Since ENTRi has become well known over the years, ENTRi received direct requests from trainers in missions to support them with running courses close to their offices or providing them with training materials. (Such as packages and *In Control* Handbooks)

**Output 2.7. Regular exchanges of information between ENTRi and training focal points in missions and international organisations.**

The ENTRi Secretariat engaged in regular exchanges with a broad variety of actors involved in training. At the EU level, as mentioned above, ENTRi was invited to and actively participated in CIVCOM, ESDC as well as other conferences and meetings, such as in the CSDP Annual Training and Education Conference. A wide range of European bodies, institutions, and its member states attended the annual two-day conference in 2017. ENTRi took part in panel discussions and working groups. These covered a variety of substantial challenges and developments facing training on CSDP missions, such as the implementation of the EU Global Strategy on Security and Defence, emerging policies and concepts, training updates provided by training actors in the CSDP environment and lessons identified from CSDP missions and operations.

ENTRi attended and presented at the International Association of Peacekeeping Training Centres (IAPTC) and European Association of Peace Operations Training Centres (EAPTC) conferences, as well as planning conferences of the Viking 18 civil-military exercise for updates and networking.

To facilitate exchange between former course participants and training focal points, an "ENTRi Alumni Group" has been created which as of 31 July 2019 counts 281 members.



ENTRi was in recurring contact with UN and OSCE training focal points, with whom exchanges had been fruitful. Interactions with the East African Stand-by Unit had been less active, which was mainly due to the latter’s limited capacities.

Whenever interactions took place in an electronic format, audit trails of such exchange of information is available.



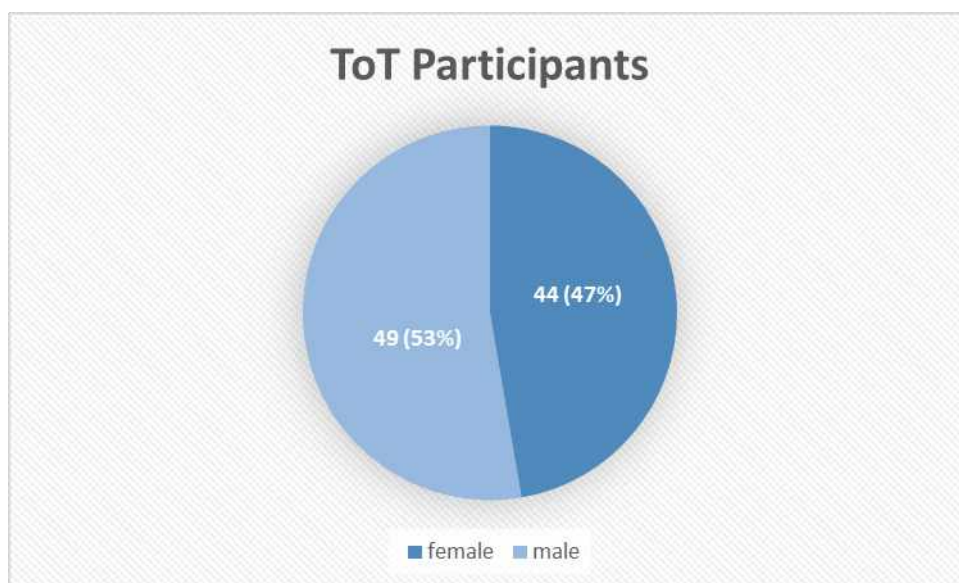
## B. ACTIVITIES

### Activity A 1.1. Delivery of Approximately 6 Training of Trainers Courses.

As outlined in the description of the action, during ENTRi II, two pilot Training of Trainers (by invitation only) workshops took place.<sup>4</sup>

While doing so, the ENTRi Consortium realised the importance of well-trained, highly-qualified and competent trainers. Consequently, it was decided to conduct six Training of Trainer (ToT) courses during ENTRi III with, in total, approximately 93 participants. The goal of these courses was not only to strengthen the didactical and methodological skills of international missions' members (trainers) but also to establish a network of professionals in the training field.

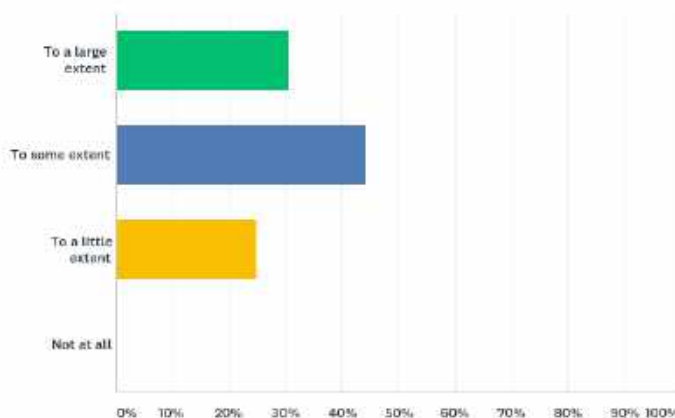
In the end, a total of 93 individuals were trained, out of which 44 were female and 49 were male. Looking at these numbers, one can conclude that (1) ENTRi surpassed its goal in terms of participants, and (2) ENTRi ensured a gender balance amongst participants.



<sup>4</sup> (1) 24-27 Nov. 2014 in Slovenia, organized by CMC in partnership with OCHA and CEP, (2) 10-13 Mar. 2015 in Kosovo, organized by ZIF in partnership with EULEX.

Another goal of providing ToT courses was to provide trainers with an opportunity to network and to exchange best-practices and lessons learned. The overall majority of those individuals who participated in the 6-months-post-course survey said that the participation in a ToT Course provided valuable networking opportunities and led to growing their professional network:

Q13 To what extent did the course increase your professional network?



In addition to conducting six Training of Trainers (ToT) courses, the ENTRi Partner Consortium created a comprehensive Training of Trainers (ToT) course package. The package drew on the experience of the previous two Training of Trainers workshops run under ENTRi II and was further developed by CEP and an external consultant, with input from the ENTRi Secretariat as well as the rest of the ENTRi Partner Consortium who had experience in this field. The package was developed and tested during the first Training of Trainer course during ENTRi III, which took place in Kosovo in 2017, and finished by 2018. From then onwards, the package served as a basis in terms of style and methodology for the coming ENTRi Training of Trainers courses to ensure quality and consistency.

The following Training of Trainers took place:

#	COURSE TITLE	COURSE PROVIDER (LEAD)	COURSE PROVIDER (PARTNER)	LOCATION	DATE
6	ToT	Clingendael	-	The Hague, NETHERLANDS	26.–01. Feb./Mar. 2019
5	ToT	ZIF	CMC	Entebbe, UGANDA	20.–24. Jan. 2019
4	ToT	SSSA	-	Pisa, ITALY	19.–21. Sep. 2018
3	ToT	CMC	ENA	Ramallah, PALESTINIAN TERRITORIES	17.–19. Sep. 2018
2	ToT	ASPR	CEP	Kiev, UKRAINE	21.–23. Feb. 2018

1	ToT	CEP	ASPR	Pristina, KOSOVO	29.–01. Nov./Dec. 2017
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### Training of Trainers (ToT) #6

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Training Provider: Clingendael  
 Location of course: The Hague, NETHERLANDS  
 Number of participants: 15 participants (7 females, 8 males)  
 Date: 26 Feb.–01 Mar. 2019

The ToT covered the whole training cycle, with the first day focused on training needs analysis, the second on course design, the third on facilitation and presentation, and the fourth on evaluation.

Methodology included lectures, interactive discussions, syndicate assignments, role-playing exercises, brainstorming and evaluation sessions.

- The Training brought a critical mass and diverse group of stakeholders in pre-mission training together, not only from EU member states but also from partners in Europe and further abroad.
- Training allowed for substantial debate on training issues, both formally and informally.
- The experience of the participants showed a broad variety of perspectives, stakes, and approaches between different nations and between professional groups.
- Participants were trained in the full spectrum of the training cycle, and evaluation showed they appreciated the variety and depth of modules offered.
- Participants testified both during and after the Activity that they would be able to practically use the skills acquired during the training, in their day-to-day work in current and future missions.

### Training of Trainers (ToT) #5

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Training Provider: ZIF (lead) & CMC (partner)  
 Location of course: Entebbe, UGANDA  
 Number of participants: 16 participants (9 females, 7 males)  
 Date: 20–24 Jan. 2019

The course followed the ENTRi Training Manual for Training of Trainers, although in slightly changed order. Considering the background of the participants, the topics “dealing with sensitive issues: self-care and gender/conflict/culture/trauma sensitivity” and “cultural differences (incl. working cultures police, military, civilian)” were added. In the pre-course survey, many participants indicated that they regularly give training

for mixed audiences, police, civilian and military. The topic of self-care was added, as self-care is extremely important for trainers working in volatile environments of armed conflicts. The issue of sensitivity was added as, for example, one participant trains peacekeepers on HIV/AIDS, another doing training on gender.

By the end of the seminar, participants were able to:

- Describe and know how learning theories can be applied to design high-impact training sessions in the context of peace operations;
- Reflect on own training and communication style as well as own role as a trainer,
- Design a (gender-mainstreamed and conflict-sensitive) training matching training needs and target audience;
- Facilitate a range of participatory training activities and presentations relevant to their area of expertise and working context;
- Choose and use appropriate methods of evaluation.

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#### **Training of Trainers (ToT) #4**

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Training Provider:	SSSA
Location of course:	Pisa, ITALY
Number of participants:	14 participants (10 females, 4 males)
Date:	19–21 Sep. 2018

The course was structured in four main parts, each addressing different aspects of the training cycle. The course architecture was organised as follows:

- What makes good training; Some theories about learning; Planning and preparing;
- Effective communication; Being a trainer; Training techniques;
- Delivering presentations; Facilitating learning practice; Delivering training;
- Evaluating & assessing training.

The Training of Trainers' course (human rights) was designed to meet six main learning objectives. Participants were expected to:

- Describe and know how learning theories can be applied to design high-impact training sessions;
- Identify course design methods relevant to the training needs of the target audience;
- Apply advanced training design skills including gender mainstreaming;
- Reflect on their own training style and their own biases towards different training methods;
- Enhance facilitation skills in a range of participatory training activities;
- Refine the delivery of interactive training activities and presentations.

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### Training of Trainers (ToT) #3

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Training Provider: CMC (lead) & ENA (partner)  
 Location of course: Ramallah, PALESTINIAN TERRITORIES  
 Number of participants: 14 participants (5 females, 9 males)  
 Date: 17–19 Sep. 2018

The course increased the number of people qualified and competent to deliver better trainings as subject-matter experts. In addition, the course created a multiplier effect, i.e. the course participants are now more capable of designing and delivering effective training within their own missions. The course contributed to the sustainability of the overall aim of the ENTRi project by helping staff working in crisis management missions to contribute to achieving their mission's mandate. The ToT has enabled mission staff, those looking to deploy to missions and those preparing future secondees to transfer knowhow in a more efficient, effective and sustainable manner.

Participants worked either full-time or part-time on training development and delivering training as subject matter experts. Nine worked for international organisations (EU or UN), three worked for NGOs, two worked for the police authorities in their own country and one had worked for several international missions but was currently seeking deployment. Six of the participants worked in the region.

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### Training of Trainers (ToT) #2

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Training Provider: ASPR (lead) & CEP (partner)  
 Location of course: Kiev, UKRAINE  
 Number of participants: 16 (10 females, 6 males)  
 Date: 21–23 Feb. 2018

The aim of the course was to improve didactical and methodological skills of the participants in their roles as members of international missions dealing with training-related issues. The course provided sessions on theories of learning and, effective communication, delivering presentations, creating an effective learning environment as well as different training techniques.

By the end of the seminar, participants were able to:

- Describe how learning theories can be applied to design high impact sessions;
- Practice advanced training design skills in preparing sessions on a range of learning topics related to their training courses/sessions;

- Reflect on their own training style and their own biases towards different training methods;
- Upgrade facilitation skills in a range of participatory training activities;
- Refine the delivery of course material based on the guidelines in the draft ToT Facilitation Guide and Participants Manual relevant to their area of expertise;
- Identify course design methods applicable to their training needs;

The course aimed to provide training for a heterogeneous group of civilian (incl. police) experts with professional experience required for deployments to international civilian crisis management-type missions, with a particular focus on experts selected or pre-selected for deployment, or field mission personnel working as trainers.

Among the participants, there were, in total, ten participants from the EU Mission in GE and the EU Advisory Mission to UA.

The course was organised by ASPR in coordination with CEP. One member of the CMC was sent as an observer in order to increase mutual learning and building synergies. Based on the fact that there is a large number of international missions with training-related mandates in the region, the course took place in Kiev. It was the first workshop delivered by experts who were not directly involved in developing the ToT package material.

### **Training of Trainers (ToT) #1**

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Training Provider:	CEP (lead) and ASPR (partner)
Location of course:	Pristina, KOSOVO
Number of participants:	18 participants (8 females, 10 males)
Date:	29 Nov.–01 Dec. 2017

The ToT workshop served as a pilot course to test the Training of Trainers Package – The draft ENTRi ToT Facilitator’s Guide and ENTRi ToT Participants Manual were used as main material in the training.

Initially, the course was requested by EULEX, and, therefore, the course consisted primarily of participants representing EULEX, yet also OSCE missions; only one was an external independent researcher. There were some additional lectures prepared by the EULEX representative and the Course Director specifically for this course.

Topics covered:

- Learning styles/Learning biases
- Presentation techniques
- Learning outcome development

- The experiential technique – letting others learn without lecturing
- Review/Refresher activities
- Troubleshooting facilitation issues
- Training Needs Analysis
- Course design methods
- Beyond face-to-face trainings

By the end of the seminar, participants were able to:

- Describe how learning theories can be applied to design high impact sessions;
- Practice advanced training design skills in sessions on a range of learning topics related to their training courses/sessions;
- Reflect on their own training style and their own biases towards different training methods;
- Upgrade facilitation skills in a range of participatory training activities;
- Refine the delivery of course material based on the guidelines in the draft ToT Facilitation Guide and Participants Manual relevant to their area of expertise;
- Identify course design methods applicable to their training needs.
- Deliver positive and constructive ideas
  - to further strengthen the ENTRi draft ToT course package materials;
  - on how to further harmonise the future ToT training in ENTRi III;
  - on how to pass on lessons learned and good practices to training staff working in civilian crisis management missions.

### **Activity A 1.2. Delivery of approximately 8 specialisation courses.**

Participants received expert knowledge in order to grow professionally and develop their expertise and skills in a given subject. The courses tried to strike a balance between the theoretical developments in the relevant sectors and their translation into practice. All of the courses involved blended learning and practical activities to ensure trainee participation and knowledge retention. As planned, not only did eight specialisation courses take place, but half of the courses took place in regions with a significant presence of crisis management missions which were open to national and international staff;

- 1 course in Kenya
- 3 courses in Ethiopia
- 1 course in Georgia

Further, the ENTRi Partner Consortium developed Course Packages on Human Rights, MMA and SSR which complemented the courses below.

#	COURSE TITLE	COURSE PROVIDER (LEAD)	COURSE PROVIDER (PARTNER)	LOCATION	DATE
8	MMA	CEP	-	Nairobi, KENYA	11.–15. Feb. 2019
7	Human Rights	SSSA	-	Addis Ababa, ETHIOPIA	24.–01. Jan./Feb. 2019
6	SSR	ASPR	-	Brussels, BELGIUM	22.–25. Jan. 2019
5	Human Rights	SSSA	Egmont	Addis Ababa, ETHIOPIA	08.–16. Feb. 2018
4	Rule of Law	ASPR	ENA	Stadtschlaining, AUSTRIA	05.–09. Feb. 2018
3	Mediation and Negotiation	Clingendael	BDI	Tbilisi, GEORGIA	18.–21. Dec. 2017
2	Human Rights	SSSA	CMC	Addis Ababa, ETHIOPIA	16.–24. Feb. 2017
1	Gender Advisers	FBA	-	Sandö, SWEDEN	20.–25. Nov. 2016

A summary of each course can be found below:

#### **Course on Mentoring and Advising in Civilian Crisis Management (MMA) (Course #8)**

Training provider: CEP  
 Location of course: Nairobi, KENYA  
 Number of participants: 22 participants (6 females, 16 males)  
 Date: 11–15 Feb. 2019

During the ENTRi project phase III, the consortium partners decided to develop a Course Package on Mentoring, Monitoring and Advising in the context of civilian crisis management missions. As part of this process, a renewed MMA course concept and programme was to be developed and an MMA course conducted as a pilot and testing activity sometime during this process.

The following topics were covered:

- Clarifying the Concept of Mentoring – Definitions
- Capacity Building through Mentoring in Peace Operations
- Mentoring from the Mission Perspective



- Being a Mentor and Building Trust with a Mentee
- Phases of Mentoring
- Local Ownership in Mentoring
- Communication Skills and Intercultural Competence
- Working with Interpreters
- Basic Negotiation Skills
- Coping with Resistance and Motivation
- Bringing it all together – Mentoring in Practice (Practical Exercise)
- Reporting & Handover

After consulting with the EEAS, the request was voiced from their side to support the EU's activities of EUCAP Somalia, where a large focus of work is on mentoring. Due to the security situation in Somalia, it was suggested to hold the course in Nairobi, where EUCAP Somalia has its back office and also other international organisations are present. The course attracted a good representation of various missions, since 50% of the participants were from EUCAP Somalia, whereas the other 50% consisted of the UN and AU missions, Amnesty International or other NGOs present in the region while few of them were representatives of local institutions.

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**International Standards for the Protection of  
Individuals and Groups: A Training Course for Field  
Officers Working on Human Rights (Course #7)**

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Training provider:	SSSA
Location of course:	Addis Ababa, ETHIOPIA
Number of participants:	21 participants (10 females, 11 males)
Date:	24 Jan.–01 Feb. 2019

The 8-day intensive course has been designed to:

- Deepen and update the participants' knowledge of International Human Rights Law and of other bodies of International Law aimed at the protection of individuals and groups (International Humanitarian Law, International Criminal Justice, Refugee Law, international standards pertaining to the protection of IDPs etc.);
- Familiarise participants with the institutional aspects related to the establishment and the functioning of Human Rights Field Operations, with particular reference to those organised within ESDP;
- Transfer the skills needed to perform the main tasks usually assigned to Human Rights Field Officers (Monitoring, Fact Finding, Reporting, Capacity Building, etc.).

Almost all the participants already had a relevant experience in the field and worked for international organisations in missions such as UNMIK, UNAMID, EUPOL COPPS, UNMISS, UNAMID, or the European Union Monitoring Mission in GE. Most of the participants worked as Human Rights Officer in the field. This diversified background, a strong active participation and commitment shown by the participants have permitted a fruitful sharing of knowledge and insights within the class and constructive discussions during the class activities. Moreover, discussions and debates spontaneously occurred during meals and in the evenings.

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### **Security Sector Reform (SSR) (Course #6)**

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Training provider: ASPR  
Location of course: Brussels, BELGIUM  
Number of participants: 19 participants (8 females, 11 males)  
Date: 22–25 Jan. 2019

The overall objective of the course is to provide the participants with the knowledge and skills to carry out a comprehensive review of the post-conflict context and environment, as well as associated reform processes to SSR programmes. The participants were provided with tools to identify problems, challenges and options for improved approaches to result-oriented programme support to enhance donor SSR capability, local ownership and build up wider cross-sector capacities. Participants were also equipped with a tool box, reference materials, network contacts and guiding documentation in support of their day-to-day work.

The course is based on four main blocks (days), which are each divided into modules aiming at increasing participants' knowledge on:

- Describe the concept of Security Sector Reform in the post-conflict context;
- Analyse the relationship amongst various actors in the SSR process;
- Identify and Address the key challenges to security sector reform;
- Understand the civilian aspects of SSR related to reform of transitional justice, DDR, Rule of Law, police, and other national institutions in post-conflict environments;
- Be able to suggest best practices in SSR in order to manage SSR programmes.

The course aimed to provide training for a heterogeneous group of civilian (incl. police) experts with professional experience required for deployments to international civilian crisis management-type missions, with a particular focus on experts selected or pre-selected for deployment, or field mission personnel working in the sector of Security Sector Reform and SSR related matters.

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**International Standards for the Protection of Individuals and Groups: A Training Course for Field Officers working on Human Rights (Course #5)**

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Training provider:	SSSA (lead) & Egmont (partner), in cooperation with School of Law (Addis Ababa University)
Location of course:	Addis Ababa, ETHIOPIA
Number of participants:	20 participants (11 females, 9 males)
Date:	08–16 Feb. 2018

The overall objective of the course was to provide field officers working on Human Rights with the specific competences and skills they would need to fulfil their tasks as members of a Human Rights field operation. The curriculum included the theoretical as well as the practical aspects of an officer's tasks, yet it was assumed that participants already possessed a basic knowledge of international human rights law.

Specifically, the course was designed to:

- Deepen and refresh the participants' knowledge of International Human Rights Law and of other bodies of International Law aimed at the protection of individuals and groups (International Humanitarian Law, International Criminal Justice, Refugee Law, international standards pertaining to the protection of IDPs, etc.);
- Familiarise participants with the institutional aspects related to the establishment and the functioning of Human Rights field operations, with particular reference to those organised by the UN and by the EU;
- Transfer the skills needed to perform the main tasks usually assigned to Human Rights Field Officers. (Monitoring, Fact Finding, Reporting, Capacity Building, etc.)

Almost every participant already had relevant experience in the field and worked for international organisations in missions such as UNAMID, UNSOM, UNAMI, UNMIK, UNHCR, OHCHR, EUCAP Somalia and OSCE Special Monitoring Mission to UA. Most of them worked as Human Rights Officers in the field. This diversified background, a strong active participation and commitment shown by the participants permitted the fruitful sharing of knowledge and insights within the class and constructive discussions during the class activities.

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**Rule of Law (Course #4)**

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Training Provider	ASPR (lead) & ENA (partner)
Location of course	Stadtschlaining, AUSTRIA
Number of participants	22 (12 females, 10 males)
Date	05–09 Feb. 2018

The Rule of Law course aimed at providing a comprehensive overview of the Rule of Law aspects of civilian crisis management missions. It deepened the participants' understanding of such matters and their importance in the context of war-torn societies. The course 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 engagement.

The course was based on five main modules, which were each divided into subject areas aiming at increasing participants' knowledge on:

- The conceptual framework of Rule of Law and related themes in a context of crisis management missions conducted by the EU and other international organisations;
- The roles and mandates of different actors in the field (international, regional, national and local) and the interaction between them;
- Capacity building methods to strengthen local capacities and reinforce Rule of Law in the field.

The course was successful as the participants voiced their appreciation of the course, both through the evaluation procedure as well as informally, throughout the five days of attendance. The course as such could be run again with the same lecturers with slightly improved content to make it even more interactive. Furthermore, partnering in this endeavour was perceived by both ASPR and ENA as highly beneficial and each partner's complementary contribution was appreciated by the other.

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### **Negotiation and Mediation (Course #3)**

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Training provider:	NIIB/Clingendael and BDI, in cooperation with the Georgian Defence Institution Building School
Location of course:	Tbilisi, GEORGIA
Number of participants:	21 (11 females, 10 males)
Date:	18–21 Dec. 2017

In a four-day highly intensive seminar the participants were trained in negotiation and mediation skills within the framework of EU missions. The course started with a lecture on EU decision-making with regard to civilian missions to provide for the adequate context of the official mandates. Understanding EU decision-making in these matters helped to create a framework for the possible instruments that could be used while on mission and to better understand a given mandate.

The course continued with negotiation strategy and tactics, both bilateral and multilateral, as participants would have to negotiate with local stakeholders, government officials and other international organisations during the mission. In these negotiations, participants are defending their own interests. This was in contrast with the mediation part of the training, in which participants did not have own interests and wished to mediate as a (neutral) actor between negotiating (conflict) parties. Understanding negotiation processes contributes to being a good mediator. In the training, the mediation part followed negotiation elements. Considering that missions take place within an international environment, attention was also given to intercultural communication and psychological aspects.

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### **International Standards for the Protection of Individuals and Groups: A Training Course for Field Officers Working on Human Rights (Course #2)**

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Training provider:	SSSA (lead) & CMC (partner), in cooperation with School of Law (Addis Ababa University)
Location of course:	Addis Ababa, ETHIOPIA
Number of participants:	22 participants (11 females, 11 males)
Date:	16–24 Feb. 2017

The 8-day intensive course has been designed to:

- Deepen and update the participants' knowledge of International Human Rights Law and of other bodies of International Law aimed at the protection of individuals and groups (International Humanitarian Law, International Criminal

Justice, Refugee Law, international standards pertaining to the protection of IDPs, etc.);

- Familiarize participants with the institutional aspects related to the establishment and the functioning of Human Rights field operations, with particular reference to those organized within ESDP;
- Transfer the skills needed to perform the main tasks usually assigned to Human Rights Field Officers (Monitoring, Fact Finding, Reporting, Capacity Building, etc.).

Most of the participants already had relevant experience in the field and worked for international organisations in missions such as EULEX Kosovo, UNAMID, OSCE Special Monitoring Mission to Ukraine, EUCAP Nestor, UNIFIL, MONUSCO or EUMM Georgia. This diversified background has permitted a fruitful sharing of knowledge and insights within the class and constructive discussions during the class activities.

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#### **Gender Adviser Course (Course #1)**

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Training provider:	FBA
Location of course:	Sandö, SWEDEN
Number of participants:	22 participants (15 females, 7 males)
Date:	20–25 Feb. 2016

The overall aim was to provide participants with knowledge, practical tools and skills that targeted at enhancing their ability to support gender mainstreaming in an international mission. This was captured in three overarching learning objectives, defining what the participants should be able to do after the course. Each learning objective has a set of sub-objectives:

- Actively support gender mainstreaming
- Design effective communication strategies
- Identify effective strategies for handling resistance

The participants came from different international organisations such as the EU (EULEX Kosovo, EUCAP Sahel, EUAM UA), UN (MINUSMA, UNMIK, UNIOGBIS, UNDP Afghanistan, UNHCR, UN Women), OSCE (UA, Kosovo, Vienna), but also from different national institutions (German, Finnish and Polish Police and Stabilisation Unit UK, Finish Ministry of Education and ZIF) and one NGO (EPLO). Participants had the basic knowledge regarding gender to be able to get the most out of a specialised course such as the Gender Adviser Course. The majority also had a position in which they had a particular focus and responsibility to promote a gender perspective in their current work.

**Activity A 1.3. Development and implementation of approximately 2 technology enables learning products.**

During ENTRi II, it was realised that e-Learning tools could be a powerful asset as they have several long-term benefits, such as low ongoing delivery costs, the ability to deliver a standard message globally and the capacity to reach a vast audience. Therefore, two e-Learning tools, namely “*Code of Conduct*” and “*Missionwise*” were, as agreed with and upon request of the European Commission, developed. CPCC will use these e-Learning modules, finalised in 2019, as part of their preparation of personnel about to be deployed to CSDP missions and in the framework of the EU’s duty-of-care vis-à-vis its personnel.

In terms of the development of the two e-Learning modules, a clear division of labour was agreed on: While ENTRi was responsible for the financial and technical side of the products, staff members of the External Action Service were delivering subject matter expertise. This process was to ensure that the content of the two e-Learning modules reflects actual needs and meets all legal requirements.

Unfortunately, SU, elected as the lead of the ENTRi Working Group on e-Learning, experienced capacity issues and, therefore, asked the ENTRi Secretariat to manage the Tender process – which was to identify a suitable company to create the software for those products. In other words, the purpose of the Tender was to identify a company that would develop up to four ENTRi branded, interactive, and engaging e-Learning products for building capacities of staff in crisis management missions. The total value of the Tender was set as a maximum of 170,000 Euro. The procedures of the very stringent Competitive Negotiated Procedure, according to the PRAG-standard, was used, and a consultant hired to guide the process. Instead of a minimum of three companies, twelve were invited to apply, and the ENTRi Working Group on e-Learning developed the Terms of Reference to the Invitation to Tender. The Evaluation Committee consisted of experienced individuals and included three ENTRi partners. Disappointingly, the only two bids that were received did not reach the required standard.

The ENTRi Secretariat consequently cancelled the Tender, and then discussed the appropriate steps with FPI.2 of the EC. FPI.2 granted the ENTRi Secretariat the right to single-handedly choose a service provider of its choice. Following consultations with CPCC, it was decided to select a software company (U&I Learning N.V.) that CPCC had worked with in the past, and that, according to CPCC, delivered a satisfactory product. In March 2018, the SU stood down from leading the Working Group and ASPR took over. Their main responsibility was to oversee the development of the e-Learning modules.

Following the failed Tender, the ENTRi Partner Consortium decided on shifting the budget not utilised as a consequence of the failed Tender to fund other activities, such

as the printing of more *In Control* Handbooks and the organisation of a conference in April 2019.

Furthermore, the website, launched in June 2011, underwent a technological makeover and was relaunched during ENTRi III; mainly to facilitate the accessibility for mobile users but also to make the website more interactive. The ENTRi Secretariat decided to provide its website users with an interactive quiz to test their knowledge about *In Control* as well as an interactive deployment checklist, which can be completed online but also be sent to the users' respective email address.

**Activity A 2.1. Development of 7 training packages as well as development of harmonised and comprehensive course documentation.**

As planned, ENTRi developed seven off-the-shelf-training packages. These were made available free of charge on ENTRi's website. The packages contain core information and materials that will help strengthen or refresh the knowledge and skills of interested training units, trainers working in the field of international crisis management, subject-matter experts delivering or implementing trainings worldwide as well as anyone interested in the individual topics. The packages can be edited and adapted according to the respective needs and the local context. They include tested methodologies and learning objectives that captured lessons learned of training providers.

The seven training packages cover, as agreed by the ENTRi Partner Consortium, the following subjects:

- Training of Trainers
- Human Rights
- Security Sector Reform (SSR)
- Gender Mainstreaming
- Monitoring, Mentoring and Advising (MMA); more accurately the title should read "Mentoring in Civilian Crisis Management"
- Evaluation (Toolbox)
- HEAT (Toolbox)

A Working Group on Courses Packages Development (WG CPD), led by ASPR, was created whose main responsibility was to ensure that the course packages were delivered in high-quality and within a previously agreed-on timeframe. A template was created by ENTRi's graphic designer to help create a homogenous ENTRi product (Course Package) that resonates with other ENTRi products, and shared with the WG CPD. It was agreed that each of the training packages followed a standardised procedure and had to include the following items:



- In-& Out-Tests
- Facilitators' Guide
- Course Concept & Programme
- Power Point Presentations & Course Content

Once a package was finalised the ENTRi Secretariat made sure to have the respective products properly edited and designed.

The process of developing a package – particularly in terms of time (expenditure on time), quality and (financial/human) resource management, outsourcing the preparation/development of the package to external consultants but also how to deal with unanticipated events – was severely underestimated and posed a challenge for everyone involved. This was particularly true with regard to the MMA package, which was only completed at the end of May 2019. Due to the proximity of the project end, it was not possible to have this package formally lay-outed and designed.

In May 2018, the ENTRi Consortium decided at their annual meeting hosted by Egmont, that the number of packages to be developed would be reduced from nine to seven. Instead, the already existing packages would be translated into additional languages:

French:

- Training of Trainers
- Human Right
- Gender Mainstreaming

Arabic:

- Human Rights

Spanish

- Training of Trainers.

All except one translation were realised.<sup>5</sup>

In total, the following training packages were realised and made available free of charge via the ENTRi website.

- Training of Trainers (Feb. 2018), 911 downloads
  - Capacitación de Instructores / Spanish (Feb 2019), 27 downloads
  - Formation des formateurs / French (Nov. 2018), 143 downloads
  - Formação de Formadores / Portuguese (Aug. 2018), 78 downloads
- Evaluation Toolkit (Aug. 2018), 477 downloads

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<sup>5</sup> Translation of *Gender Mainstreaming* into French could not be realized as it was delivered past the deadline.

- Agabka Qiimeynta / Somali (Mar. 2019), 13 downloads
- Human Rights Package (Oct. 2018), 752 downloads
  - Xirmada Xuquuqda Aadamaha ee ugu dambeeya / Somali (Mar. 2019), 1 download
  - Droits de l'Homme / French (Jan. 2019), 116 downloads
  - Human Rights / Arabic (Jul. 2019), n.a.<sup>6</sup>
- Security Sector Reform (SSR) (Jul. 2019), n.a.
- Mentoring, Monitoring and Advising (MMA) (Jul. 2019), n.a.
- Hostile Environment Awareness Training (HEAT) – Toolbox – (Jul. 2019), n.a.

**Activity A 2.2. Cooperation with international organisations and strategic partners on development and harmonised course documentation.**

During ENTRi III, the ENTRi Secretariat built on already established cooperation, yet worked towards establishing new avenues of cooperation with international organisations and strategic partners and deepen the already established ones. An example for a noteworthy cooperation was the one with the EUPST II Consortium.

This cooperation manifested itself in frequent exchanges of information and close collaboration in the fields of ToT and Evaluation. On the one hand, the EUPST II consortium facilitated the translation of the ToT package and the third edition of the *In Control Handbook* into Portuguese. The Portuguese Handbook and ToT package were both used by the Guarda Nacional Republicana in the Portuguese-speaking parts of Africa when performing ToT courses under the helm of EUPST II. Furthermore, the evaluation expert, a member of the UK's police force, from EUPST II was included in ENTRi Partner Consortium's online platform – Basecamp –, and therefore, was able to provide valuable comments and feedback on ENTRi's documents and products. The ENTRi Secretariat, on the other hand, participated in EUPST's Permanent Evaluation Committee (PEC) to share best practices and lessons learned.

In April 2019 the ENTRi Secretariat organised an international two-day conference – “*ENTRi Dialogue on Sustainability and Institutional Knowledge Management*” – which brought together various international stakeholders to discuss a strategy for enabling the sustainability of ENTRi outputs. The resulting recommendations were published in a final report. (Please refer to Annex X)

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<sup>6</sup> Given that the time of upload to the ENTRi website was at the end of the project, no quantitative data are available.



*(Sustainability Conference, April 2019 in Berlin. From left to right: Almut Wieland-Karimi (Executive Director ZIF), Birgit Loeser (Deputy Civilian Operations Commander/Chief of Staff CPCC), Silva Lauffer, Head of ENTRi Secretariat)*

ESDC, in particular Ilias Katsagounos, Training Manager (e-Learning & Communications) supported the ENTRi Secretariat in every possible way, particularly in regard to making available ENTRi's products on ESDC's platform.<sup>7</sup>

Cooperation between ENTRi and ESDC was particularly fruitful, especially regarding updating the HEAT curriculum, taking into account the substantial work that was done

<sup>7</sup> [https://esdc.europa.eu/training\\_material/training-material-provided-by-entri/](https://esdc.europa.eu/training_material/training-material-provided-by-entri/)

by the ENTRi consortium. As a result, the ENTRi-certified curriculum was used as a basis of the ESDC-approved curriculum, thus bringing both curricula in congruency. Given that the HEAT is a core element of the EU's duty of care vis-à-vis its personnel, the ENTRi standard, which in some ways is accepted as the "gold standard", this step was of particular importance, including for EU personnel deployed to civilian crisis management missions.

### **Activity A 2.3. Development of Certification and Monitoring Processes.**

The ENTRi certification system has been designed to enhance coherent and high-level training activities in the field of civilian crisis management. It offered an objective evaluation standard and allowed training institutions to align their courses with international standards that are recognised by organisations and professionals at the European level.

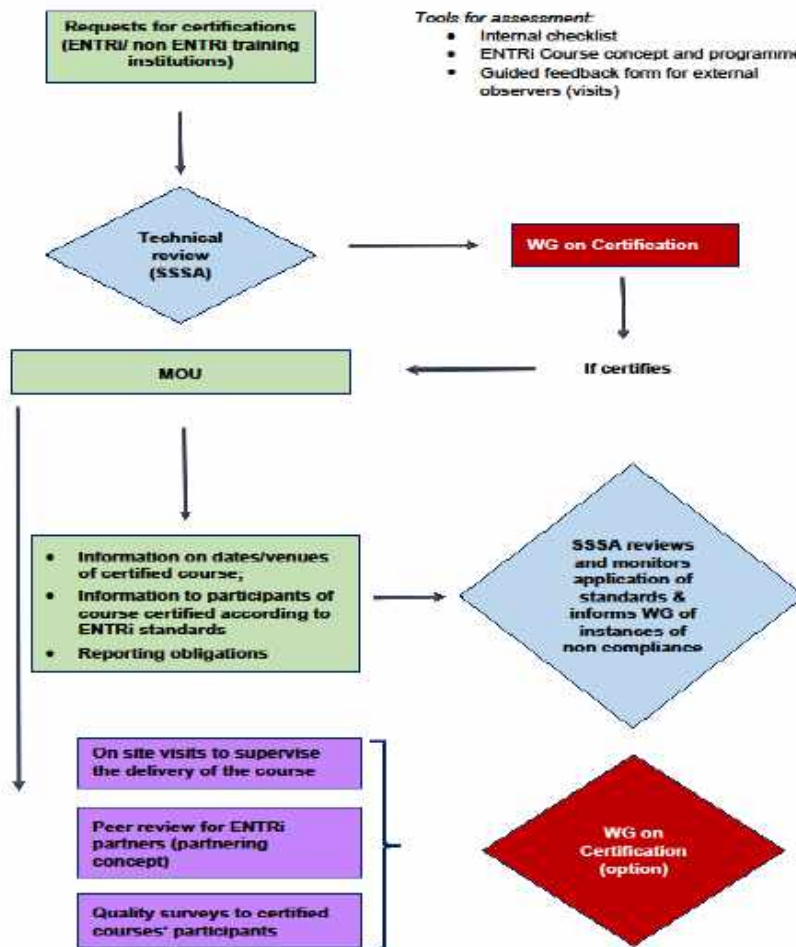
The application for the C<sup>3</sup>MC label was open to course organisers within and outside Europe as long as their organisation was a legal entity in their country of origin and had previous experience in organising training courses for civilian crisis management. Private companies could not apply for the C<sup>3</sup>MC label. Only the various courses developed within ENTRi were available for certification. The ENTRi Certification Working Group, led by SSSA, reviewed all applications to ensure adherence to the certified minimum standards. Reviews were based on the application submitted by course organisers as well as random on-site visits during the delivery of the courses.

A Quality Assurance Framework (QAF) has been developed for the ENTRi certification process and for certified courses by SSSA, lead of the ENTRi Certification Working Group. The QAF was composed of three main elements:

#### Working Group on Certification

1. Set of quality standards and guidelines to ensure that outcomes of training programmes and activities are of a prescribed standard
2. Quality assurance review process, which contains a set of procedures to measure the quality of certified courses
3. Certification framework

**Flowchart – Quality assurance framework - Certification**



*Flowchart – ENTRi certification process*

Courses that were certified had to prove that they fulfil certain minimum standards requested by ENTRi, while remaining open for further improvements. Once certification was awarded, it was valid for three years.

The certification system set up under ENTRi constituted an objective standard for training institutions. The advantages of such standards were, among others, added recognition and credibility, increased overall efficiency as well as reduced costs. Also, it was anticipated that the participants' trust were to improve due to the compliance with certain minimum standards.

When organisations were asked why they chose to apply to ENTRi to certify their courses, the most common answer was the international recognition of a C<sup>3</sup>MC certified course. The C<sup>3</sup>MC certification was, and still is, well known and recognised by a number of international organisations and stakeholders that seek training opportunities.

In June 2017, NATO international staff stated that NATO “has not identified another syllabus that is recognised in the manner of ENTRi HEAT.” Consequently, NATO said it would endorse the concept and use of ENTRi HEAT and aim to “support its continued development.” (See Annex II) Furthermore, the OSCE Special Monitoring Mission to UA stated in its tender for HEAT training that “it is desirable to have an internationally certified HEAT course (for example ISO, documented experience delivering ENTRi certified HEAT training under the C<sup>3</sup>MC-label, etc.)” (See Annex III)

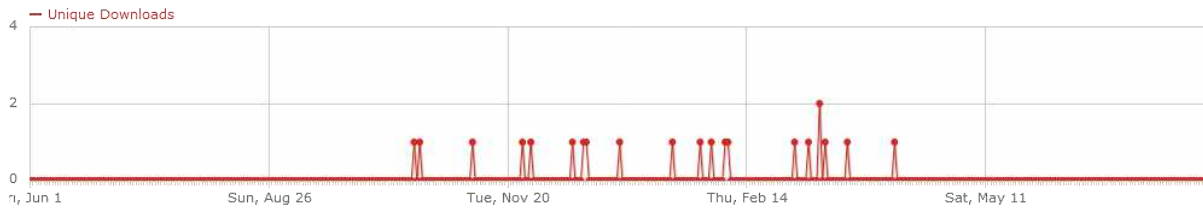
Organisations that offer certified courses have benefits in terms of marketing their courses more effectively. The ENTRi certification logo, C<sup>3</sup>MC, proved that a course is consistent with the minimum standards outlined by ENTRi and allowed the EU and other IOs to understand the level of knowledge and skills imparted to participants. Certification reassured sending institutions that their candidates have been trained in the prerequisites to serve in a given position. Equally, certification allows trainees to identify training that is relevant to their needs and of a predictable quality.

#### **Activity A 2.4. Preparation of a Consolidation Report.**

In 2018, the ENTRi Secretariat published “ENTRi under the Microscope: Added value of a European civilian capacity-building consortium” (see Annex I)

The aim of the study was to examine the added value of Europe’s New Training Initiative for Civilian Crisis Management (ENTRi) since its inception in Jan. 2011. It drew conclusions about some of the impacts of the ENTRi programme, the effectiveness of capacity-building consortia in general and the benefits that sharing know-how and resources can achieve. All of the outlined and analysed added value of ENTRi described in this study supports the assumption that ENTRi’s work has contributed to improving the human security (Freedom from Fear) of people living in crisis-prone areas to which crisis management and stabilisation-type missions (“crisis management missions”) of the EU, the UN, the OSCE, the AU and/or other organisations are deployed, which was ENTRi’s overall goal.

As of 29 July 2019, the report was downloaded 21 times from [ENTRi's website](#).



## Activities planned but not implemented

The mobile App has not been updated to reflect the 3<sup>rd</sup> edition of the *In Control Handbook*. The original company that created the App requested an unexpected high amount of money for its update. Therefore, some of the funds available upon discontinuation of the App were invested into the revamp of the homepage and to update selected parts of the App, namely the M-Learning (Quiz) part and the deployment checklist.

### 2.3. Describe if the Action will continue after the support from the European Union has ended. Are there any follow-up activities envisaged? What will ensure the sustainability of the Action?

The IcSP will make funds available for a civilian training consortium to continue working on standards, in-theatre training and international cooperation. In order to ensure that this consortium can incorporate lessons learned and good practices of the ENTRi consortium, spread the material produced under ENTRi, but also to make recommendations to key training stakeholders in the European context, the ENTRi Secretariat organised a conference in April 2019 on Sustainability and Institutional Knowledge Management. Findings of the conference and recommendations for safeguarding sustainability of some of ENTRi's achievements can be found in Annex X. The recommendations by the author of the summary read as follows:

“1. There was consensus around the idea of uploading ENTRi's accumulated knowledge to a dynamic online knowledge-sharing platform, to enable it to be accessed, searched and updated. But who should host this platform and how should the process be managed? Options proposed during the brainstorming include:

- An external organisation, such as the Humanitarian Library, could absorb ENTRi's knowledge. Its strength is that all content is user-curated and in the

public realm. As an independent NGO, this solution could appeal to both EU and non-EU partners.

- An existing EU institution, such as the ESDC, could host ENTRi's content on its website. The ESDC could create a community of practice to promote and update it, but as an EU institution it may not attract the participation of non-EU partners.

- A new "meta-repository" could be designed and funded by mandatory contributions from European Commission crisis management projects. However, questions around information quality management, access rules, host institution and sustainable funding would all need to be addressed.

2. There was less consensus around how to continue ENTRi's work on standards and certification of crisis management training courses. Stakeholders need to address the following questions:

- Is there an appetite within the EU to maintain minimum standards and certification across all crisis management training, or only for security-critical courses such as HEAT and PDT?

- Which model of standard-setting and certification could work best? A clear-cut system such as that operated by ENTRi, or a more nuanced approach used, for example, by NATO, which grades its certification according to certain criteria?

- Which institution or set of stakeholders should set the standards and decide on certification criteria? The inclusive approach of the ESDC may not be compatible with a certification approach. Meanwhile the EUCTG and EAPTC may not have the resources to take on a certification role. The CPCC has a 'keen interest' in standard-setting but has not yet volunteered itself to take on ENTRi's role."

## **2.4. Logframe**

The Logical Framework can be found in Annex VIII.

## **2.5. 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 specialisation courses such as the one on MMA (mentoring being a cross-cutting issue). On the other hand, it has tried to create the best possible gender balance in the selection of its course participants.

More importantly, the issue of state-of-the-art methodology has been mainstreamed both in terms of the creation of an outright ToT package, but also through a focus on adult learning in any other course of package.

In addition to this content, ENTRi has reached a wide audience as it has made constant efforts to train civilians as well as police officers as well as national staff from a large variety of missions of the EU, UN, AU and the OSCE.

## **2.6. 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 Working Group on Evaluation conducted a number of Training Impact Evaluation Missions.

As previously, a certified auditor has been hired at the end of ENTRi III for an expenditure verification. The audit was carried out by:

Frank Fabel, Executive Director  
Fabel, Werner & Schnittke GmbH  
Thielallee 113  
14195 Berlin  
Germany

## **2.7. What has your organisation or any actor involved in the Action learned from the Action?**

### **ASPR Austria**

“One major success of ENTRi has been its certification process and the high demand of various stakeholders in the field for this certification. While the certification process is vital to ensure coherent and high-quality trainings in the field of civilian crisis management, having the mechanism situated within a project is not ideal. Within the framework of project cycles which only last several years no sustainability is ensured

for such a process, therefore we are now striving to integrate this process within the EUCTG.

Sustainability is an issue with projects in general and efforts have been made especially by the Secretariat to overcome this challenge. However, it became apparent that if an efficient and effective sustainability strategy has not been integrated from the onset of a project it is very difficult to address this at a later stage. The event on sustainability was therefore very useful to think beyond ENTRi and how in future sustainability can be integrated within the project design.

It is unfortunate that the EUCTG only started operating in the final months of ENTRi as throughout the project this overarching strategic structure would have been incredibly useful. Such a structure could have given guidance to the activities undertaken within the project and the products that need to be developed to ensure an even further needs-based approach backed by a vast assessment.

A stronger alignment with the priorities and needs of CPCC, the CSDP missions and their specific mandates could have been beneficial. Which leads us to the need for in-mission trainings with a more tailored content which target the mission personnel and are in accordance with the specific mission mandate to optimise impact and usefulness.

Another important avenue to assess training gaps has become evident, which is a better communication and cooperation with other actors, such as the UN and the OSCE. Additionally, this cooperation can be used to ensure a standardisation of training requirements for mission personnel. These requirements should also define activities of training programmes such as ENTRi in regards to basic trainings, e.g. HEAT.

We will certainly consider these learnings, together with utilising the vast products such as the course packages when implementing new projects and activities in the future.”

### **BDI Bulgaria**

“The Diplomatic Institute and its team members who have been involved in the Action had the opportunity to learn from other similar institutions – with more experience than us – with regards to how they provide their trainings in this specific field. This has been extremely useful to us because this is something that Bulgaria will have to do in the future. Though the Diplomatic Institute played only a small part in the project (being co-organiser of one training) we had as our partner a very experienced training provider, which also points to the fact how beneficial the Consortium has been to all actors – in providing a sound basis and a sophisticated platform for sharing know-how and good practices towards achieving one common goal.”

### **CEP Slovenia**

Centre for European Perspective (CEP) was established by the Government of the Republic of Slovenia in 2006. CEP was initially established as a training institution for offering official development assistance by the Republic of Slovenia, mainly to the countries of the Western Balkans and working under the umbrella of the Ministry of Foreign Affairs. CEP joined EGT in 2008 and ENTRi in 2011. It remained a committed ENTRi partner all 9 years, developing course curricula, pilot trainings, first in country training and was conducting pre-deployment and specialisation courses as part of ENTRi, developed packages, e-Learning module and was leading working groups on evaluation and training methodology. Being part of EGT and ENTRi project had a profound impact on CEP since it supported developments on a national level, Slovenia started conducting core courses and HEAT for its civilian personnel. In July 2019 a government act upgraded CEP to a training institution for peacekeeping missions for civilians, police and military, where CEP will work in close cooperation with the Ministry of Foreign Affairs, Ministry of the Interior and Ministry of Defence. ENTRi enabled sharing of lessons learnt, deep partnership with EU training organisations and an invaluable learning process.

### **CMC Finland**

“To discuss with our colleagues, we must reach out to organisations and institutions in other countries. ENTRi has allowed for that exchange of ideas to take place. It has improved our own actions also outside the ENTRi framework as we have had the possibility to reflect our own understanding of training needs, course content and evaluating training and learning. European action is not improved and developed if everyone works only at a national level. We must find ways to discuss, analyse, plan and assess together. ENTRi has provided a platform for that.”

### **ENA, France**

Due to turnover in personnel, ENA did not provide input for this section.

### **Swiss Expert Pool in Civilian Peacebuilding (SEP)**

“First of all, the ENTRi project allowed Switzerland to be kept informed on several levels, mainly on EU’s needs, discussions, debates, challenges and documents issued etc. Secondly, it was important for an exchange with other training centres on their programme and projects and to compare with ours to see if we were in line. Thirdly, to benefit from the excellent certification process for our own courses. And, finally, to offer knowhow on several subjects (e.g. e-Learning), collaboration in several partnerships proposed as well as trainers, although the two last points were not as successful as expected.”

### **FBA, Sweden**

“The FBA has through its participation in the ENTRi project been able to contribute to the narrowing of the gap between training and deployment, improving the capacity of

existing and future mission staff. As part of this work the FBA has over the years taken part in the crucial work of creating a standardisation and harmonisation of training courses offered within the EU. While doing this, we have been able to draw on the knowledge and experience from all the other ENTRi partners, allowing us to improve and develop our own course concepts even further, while simultaneously contributing our own lessons learned and knowledge to other partner organisations. If to mention one challenge regarding the implementation it would be the administrative issues, which ended up taking more time than expected. However, we would like extend a big thank you to ZIF for their execution of their role as coordinator, which they have executed in a great fashion.”

### **NL Institute of International Relations (Clingendael), Netherlands**

“The ENTRi Project had been a widening experience for the Clingendael Academy due to the diverse background of its participants and the mixture of the covert subjects within the courses given. Henceforth, the Clingendael Academy is an institute that is learning gradually and incremental; the participants have added into the experiences and human capital that make the organisation as it is today. Within the ENTRi Project, we have deepened and widened the existing capacities of Clingendael in its fullest extent, from Training-of-Trainers (a capacity-building element) to specific courses with a regional focus. To conclude, the long and fruitful cooperation with ENTRi has left its mark within the organisation as we know it today.”

### **Egmont, Belgium**

“The Egmont Institute has learned the following from the participation to the ENTRi project:

- the advantage to discuss training concepts and methods with similar organisations who face situations that can be used to adapt and anticipate;
- the need to gather efforts around European standards on training and that it does not mean only same wording but equal content;
- the utility to receive professional output on the courses and the trainings;
- the utility of common material (and digital) for training.”

### **SSSA Italy**

“The strive of ENTRi to achieve **harmonised training standards** in relevant areas of civilian crisis management, compounded with its decision to work towards assuring training quality has brought to the framing of **methodologies for curriculum development, quality assurance and training evaluation** that have inevitably influenced the work of each individual project partner not only as it relates to its role within the project and the implementation of related activities but also while conducting normal business as a training institution.

Hence ENTRi training standards, developed as a collective effort of 13 organisations, have inevitably been embedded in each organisation's working methods and disseminated also while working in different endeavours, on different programs, in different projects with other institutions. Thus, creating a domino effect in the dissemination of those good practices developed within the consortium.

The ENTRi **partnering approach** has triggered systems for peer review and cooperation on training related areas and has strengthened ties among project partners and ensured complementarity of efforts and no duplication or overlaps in actions carried out. The partnering concept also allowed for learning from each other's. The **certification mechanism** for training activities also proved to be an important methodological approach for the promotion and facilitation of wider standardisation of courses and approaches to training. And the take-aways for such experience are of great value. The **ongoing needs assessment** of training needs and gaps of the beneficiaries of training activities carried out within the project has been a tool for enhancing the flexibility of training providers to react to the changing crisis management environments with a view to achieving the overall project objectives."

#### **Stabilisation Unit, United Kingdom**

"The Stabilisation Unit has benefitted greatly from the Action. The SU has referenced a number of ENTRi specialisation courses while delivering their own training, in particular the Conflict Analysis and Conflict Sensitivity course and the Gender Advisors course.

The *In Control* handbook is issued to every delegate who successfully completes the SU's Hostile Environment Training (HET). It is a very handy toolkit that each individual can reference when deployed, or about to deploy. The C<sup>3</sup>MC certification of the SU HET course helped to raise the standard of training that is on offer to our delegates and forms an integral part of our Duty of Care policy. ENTRi has also given the SU more exposure to other training organisations which has helped with opportunities for our core staff to interact and share knowledge. Overall it is felt that the ENTRi project was very worthwhile and fully delivered on its mandate."

#### **Center for International Peace Operations (ZIF), Germany**

"Working with European partners in the field of training and capacity building for civilian crisis management is much needed in the first place, and a pleasure on top. Good coordination and networking between them is key to success. This time, with packages and toolboxes having been produced under ENTRi III, the project's legacy has even increased. The *In Control* Handbook has become an icon of ENTRi and the work of all the Consortium Partners. We only hope that much use will be made of the off-the-shelf training packages, but also that someone will take up the task and update the *In Control* Handbook."



## 2.8. Materials

- ENTRi *In Control* Handbook (all languages): 26,000 copies

## 2.9. Contracts above € 60,000

During ENTRi III, only one contract above 60,000.00 € was awarded:

Mr. Guy Herregodt, CEO - U&I Learning N.V., e-Learning Code of Conduct, contract signed on 2.6.2018; € 97.580,00

Please see Activity 1.3. “Development and implementation of approximately 2 technology-enabled learning products” for detailed description on how the contactor, U&I Learning N.V., was chosen.

## 3. Beneficiaries/Affiliated Entities and Other Cooperation

### 3.1. Relationship between Partners

The majority of those who constituted the Partner Consortium of ENTRi III, had already been part of ENTRi I and II. This has been beneficial as they were familiar with each other's' strengths, competences and constraints.

Cooperation had always been 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.

Overall, ZIF as co-ordinator saw it as a privilege to be part of this endeavour and greatly appreciates the support of all partners.

The main cooperation and relationship between the individual partners of this grant contract occurred through interactions in the five Working Groups in order to streamline project activities, better facilitate the sharing of specific expertise and structure the project.

The ENTRi Secretariat assessed their relationship to be constructive and fruitful. The breakdown of the membership on the Working Groups is as follows:

<b>E-Learning</b>	<b>Course Package Development (CPD)</b>	<b>Training of Trainers (ToT)</b>	<b>Evaluation</b>	<b>Certification</b>
<b>ASPR (lead)</b>	<b>ASPR (lead)</b>	<b>CEP (lead)</b>	<b>CEP (lead)</b>	<b>SSSA (lead)</b>
Egmont	CEP	CMC	SSSA	ASPR
FDFA	SSSA	ASPR	ASPR	CMC
CMC	BDI	FBA	FBA	SU
	FBA	Clingendael	SU	ZIF
	CMC	FDFA	BDI	
	Egmont	BDI	ZIF	
	SU	ZIF	ENA	
		Egmont		

### 3.1.1. ENTRi Partner Meetings

Each year, the ENTRi Consortium met face-to-face to plan the upcoming twelve months. The annual ENTRi Consortium Partner meetings took place in

- Partner Meeting #3  
29.–31. May 2018 in Brussels, BELGIUM (host: Egmont)
- Partner Meeting #2  
29.–31. May 2017 in Mengeš, SLOVENIA (host: CEP)
- Partner Meeting #1  
26.–28. July 2016 in Berlin, GERMANY (host: ZIF)

These annual meetings allowed transparent and joint decision-making amongst the ENTRi Partner Consortium. Decisions were taken on planning activities, clearly defining roles and responsibilities, and allocating funds.

### 3.1.2. Pooling-and-Sharing



The underlying and guiding rationale of the collaboration of the ENTRi Partner Consortium was the agreement of the establishment and use of the pooling and sharing concept. This concept was based on capacity enhancement through a strong focus on cooperation and partnership between different ENTRi Consortium Partners. ENTRi Consortium Partners were encouraged to share resources, methods, know-how, concepts, experiences, good practice and lessons learned. Moreover, it added to the process of harmonising the way training was conducted within ENTRi and reinforced ENTRi's purpose as a European consortium of civilian training institutions. This collaboration also enhanced European integration by including partner organisations from across the EU as well as CH.

The ENTRi Consortium Partners were encouraged to run courses in tandem with a partner of their choice; one being the lead of the course and the other the partner. Out of 14 courses, eight were carried out jointly. (see Chapters Outcome R 1 and Activity A 1.1.)

### **3.1.3. Means of Communication**

To facilitate ongoing exchange of information, ENTRi members were encouraged to communicate via "Basecamp," an online platform, to cooperate in the drafting of documents and to discuss specialist topics or upload and download files to reduce e-mail traffic.

### **3.1.4. The Consortium Members**

#### *ASPR Austria*

Under ENTRi III, ASPR lead the Working Group on Course Package Development CPD as well as the Working Group on e-Learning (which it took over in March) and was a member of the Working Groups on ToT, Evaluation and Certification. Additionally, the Rule of Law course in Feb. 2018, which took place in Stadtschlaining, AT, was organised by ASPR.

#### *Diplomatic Institute to the Minister of Foreign Affairs of the Republic of Bulgaria (BDI)*

The BDI was new to ENTRi as it had not been part of ENTRi I and II. It was an active member of three Working Groups (ToT, Evaluation and CPD). It functioned as a partner in the Negotiation and Mediation course in Tbilisi.

#### *CEP, Slovenia*

CEP led the Working Groups on ToT and evaluation in the most recent project phase and is also an active member of the CPD Working Group. It was responsible for the development of the first course package on the topics of Training of Trainers, as well as the conduction of the ToT course, which took place in Dec. 2017 in Kiev. Furthermore, CEP took the co-lead for the ToT in Kiev in Feb. 2018 and was responsible for the creation of the Evaluation toolkit.

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

Egmont was an active member of the Working Groups on e-Learning, CPD, and ToT and hosted and planned the ENTRi partner meeting in May 2018.

*CMC Finland*

In the third phase of ENTRi, CMC worked jointly with other partners on ToT, e-Learning and certification in the respective Working Groups. In conjunction with SSSA, it was involved as a partner in the implementation of the Field Officer Training Course on Human Rights conducted in Addis Ababa, Ethiopia.

*ENA France*

Due to internal policy changes, ENA reduced its work in the ENTRi consortium during ENTRi III.

*FBA, Sweden*

FBA was an active member of the Working Groups on CPD, ToT and Evaluation. FBA was also working on the development of the course package on Gender integration.

*NL Institute of International Relations (Clingendael), NL*

Clingendael has become an active member of the Working Group on the development of ToT elements in the third phase of ENTRi. In cooperation with the Georgian Defence Institution Building School and BDI it conducted a Mediation and Negotiation course in Tbilisi, Georgia in December 2018.

*SSSA, Italy*

Within the third project phase of ENTRi, SSSA chaired the Working Group on Certification and therefore had the lead in ensuring the perpetuation of European standards amongst training courses in civilian crisis management (C3MC-Logo). In conjunction with the School of Law of Addis Ababa and Egmont as partners, it has taken the lead in conducting the field officer training course on Human Rights in Addis Ababa, Ethiopia. Further, SSSA completed the Human Rights package.

*SU United Kingdom*

The SU has led the Working Group on e-Learning until March 2018. In this position, it hosted a meeting with the focal points on Duty of Care of the EEAS and the ENTRi

Secretariat to brainstorm future Duty of Care e-Learning requirements. Moreover, it was a member of the Working Groups on Evaluation, CPD and Certification.

*Federal Department of Foreign Affairs (FDFA), Switzerland*

The Swiss expert pool (SEP) of the FDFA was an active member of the Working Groups on e-Learning and ToT.

### **3.2. Is the above agreement between the signatories to continue?**

No.

### **3.3. Relationship to State Authorities**

ENTRi was in contact with EU Member States' government bodies in charge of deploying civilians to crisis management missions. Through CIVCOM as well as other high-level meetings in Brussels, information was shared on a regular basis.

In addition, ENTRi partners were in contact with their own respective government authorities, and, when they deemed it necessary, shared relevant information with the ENTRi network.

### **3.4. Relationship to other organisations**

**ENTRi Associates:**



The United Nations Department for Peace Operations' Integrated Training Service (UN DPKO ITS), and the OSCE were Associates of ENTRi III. Communication took place on a regular basis by email or on the margins of events where both ENTRi and ITS were invited.

ENTRi was in contact with OSCE training focal points in field operations, and with the Chief, Learning and Development Unit at Headquarters in Vienna.

Contact has also been established with UNITAR and UNDSS. Also contact has been established with NATO regarding common efforts in developing mutually acceptable standards for the HEAT curriculum.

The European Security and Defence College co-hosted the EU Annual CSDP Training and Education Conference, to which the ENTRi Secretariat actively contributed every year.

### **3.5. Links to other actions**

The ENTRi Secretariat engaged with multiple partners. One of those was the European Union Police Service Training (EUPST II) consortium and its successor, the EU Police and Civilian Services Training (EUPCST), both of which were funded by the European Commission's Service for Foreign Policy Instruments/Instrument contributing to Stability and Peace. This cooperation manifested itself through frequent exchange of information and close collaboration in the field of Training of Trainers and evaluation. More tangibly, the evaluation expert from EUPST II (member of the United Kingdom's police force) is included in ENTRi's online project management tool (Basecamp).

As for Training of Trainers (ToT) activities, EUPST II used the developed off-the-shelf package on ToT in their ToT activities on the African continent. In that vein, the EUPST II consortium also facilitated the translation of the ToT package and *In Control Handbook* into Portuguese by providing funding and time. The Portuguese Handbook and ToT package was used the Guarda Nacional Republicana in Portuguese-speaking Africa in their ToT courses under the helm of EUPST II.

### **3.6. Link to previous actions of ZIF funded through EU grants**

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, ENTRi II and has managed the third phase of the project.

### **3.7. Cooperation with the Services of the Contracting Authority**

ZIF and the ENTRi Secretariat maintained very good relationships with FPI throughout the project implementation. ENTRi informed FPI immediately on changes in project implementation and always received instructive and friendly responses to all enquiries.

## 4. Visibility

ENTRi ensured that the European Union was visibly and identifiably listed as the co-founder of ENTRi – in line with the EU Communication and Visibility Manual – on all products as well as during activities. Already during ENTRi I, a project visibility plan tailored to ENTRi's activities has been written which was shared with relevant units in the EU. This document has since been revised and edited. (see Annex XI)

Below, ENTRi provides evidence of these measurement:

### 4.1. *In Control*. A Practical Guide for Civilian Experts Working in Crisis Management Missions (ENTRi Handbook)



ENTRi's *In Control* Handbook has been designed to accompany civilian experts on their way through crisis management missions and provides a general overview of the

institutional landscape of crisis management as well as practical advice on how to stay healthy and safe.

The first edition was published in 2013 with a print run of 2,500 copies. The second edition with updated information was published in Oct. 2014 (5,000 copies). At the end of 2016, the *In Control Handbook* was updated again and published in English and French print editions. The third edition was also available online as a free download in English, French and Portuguese. The Portuguese version was first requested from an office of the United Nations in Guinea-Bissau, while the French versions were well received in West Africa. Over 14,000 English versions of the third edition had been printed, along with 2,000 in French. As of July 2019, *In Control* is not only available in its fourth edition with updated content information but also in five different languages – namely Arabic, English, French, Portuguese, and Spanish. All of the named options were made available online as a free download and the English (4,000 copies), French (2,000 copies) and Arabic (1,000 copies) versions of the *In Control Handbooks* were also printed. The Arabic, French, Portuguese and Spanish versions included a list of abbreviations of the respective peacekeeping terms alongside their English equivalents.

Following a request by the UN Verification Mission in Colombia and following the failed tender on e-Learning (see above), the ENTRi Secretariat decided to have the *In Control Handbook* translated into Colombian Spanish.

Requests for Handbooks have been received from around the globe, particularly from EU offices and CSDP missions. *In Control Handbooks* have been shipped among other to EU delegations in Nigeria, Cameroon, the Democratic Republic of the Congo and the Central African Republic, to the EU Monitoring Mission in Georgia, the EU Rule of Law Mission in Kosovo, NATO Headquarters and the EU Parliamentary Assembly in Brussels. In addition, different European police forces such as the Portuguese National Guard and the Royal NL Marechaussee, as well as the OSCE Conflict Prevention Centre in Vienna have asked for copies.

Hard copies of the Handbook were generally distributed at all ENTRi-financed courses and to mission staff, when requested. Given the fact that more than 90 financed courses were conducted within the ENTRi project, this ensured a significant outreach among personnel working in civilian crisis management. Over three quarters of former course participants said they had received a copy of the Handbook during or after their training course. Due to the high popularity of *In Control*, whether it is on the syllabus of academic institutions, in the offices of crisis management missions or tucked into the grab-bags of mission members, the Handbook greatly contributed to ENTRi's and the Commission's visibility.

## 4.2. Homepage: [www.entriforccm.eu](http://www.entriforccm.eu)

It served as a messenger to inform about ENTRI's purpose and its partners (including their logos) as well as donors (including the EU logo) but also as a platform to store and promote ENTRI's products. (see below) The website was kept up-to-date by the ENTRI Secretariat. The website was linked to the ENTRI Consortium partners and vice-versa. Additionally, the ENTRI Consortium partners were asked to include a section on ENTRI on their respective websites.

ENTRI's website also generated traffic towards the EEAS Service's Goalkeeper website. (<https://goalkeeper.eeas.europa.eu/>)

ENTRI's online products were made available for free download from its website for anyone interested:

- Fourth edition of the *In Control Handbook*<sup>8</sup>
  - English
  - Arabic,
  - French,
  - Portuguese, and
  - Spanish.
- Accompanying *In Control Quiz*
- Deployment Checklist
- Course Packages

Course Packages contain core information and material that will help strengthen or refresh knowledge and skills of training organisers and subject-matter experts delivering or implementing trainings worldwide. Topics were:

- Human Rights
- Training of Trainers
- Evaluation (Toolbox)
- Gender Integration
- MMA
- SSR
- HEAT (Toolbox)

Some of these packages (except Evaluation and HEAT) were translated into French, Portuguese, Somali and Spanish.

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<sup>8</sup> As of July 2019, only the fourth edition of the *In Control Handbook* is available.

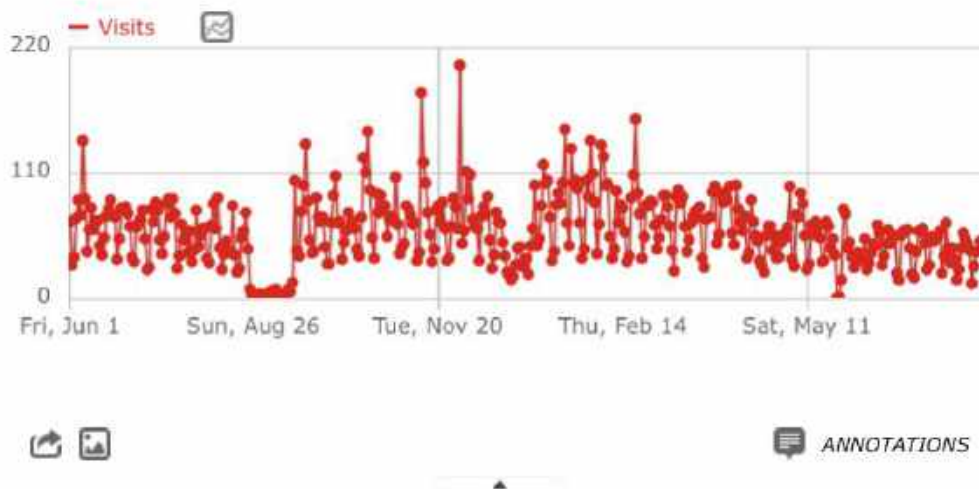
- Developed Courses
  - Core Course
  - Comprehensive Generic Training on Peace Operations (CGTPO)
  - Pre-Deployment Training (PDT);
  - Specialisation courses in:
    - Human Rights
    - Media Development
    - New Media
    - Good Governance & Civilian Administration
    - Child Protection, Monitoring & Rehabilitation
    - Mission Management, Administration and Support
    - Hostile Environment Awareness Training (HEAT)
    - Press and Public Information
    - Leadership & Gender
    - Conflict Analysis and Conflict Sensitivity
    - Mentoring in Civilian Crisis Management
    - Rule of Law
    - Gender Advisors
    - Security Sector Reform
    - Negotiation and Mediation
    - Training of Trainers
- E-Learning Modules
- List of Certified Courses

In total, the ENTRi website received over 67,220 visits (1,720 visits per month) and 190,620 page views (approximately 5,290 page views per month) during the period from 1 June 2018 until 31 July 2019.

The evolution of visitor numbers to the ENTRi website for the current reporting period can be seen here:



## Evolution over the period



## Report



**24,982** visits



**3 min 36s** average visit duration



**47%** visits have bounced (left the website after one page)



**3.4** actions (page views, downloads, outlinks and internal site searches) per visit



**0.73s** average generation time



**74,614** pageviews, **48,179** unique pageviews



**236** total searches on your website, **153** unique keywords



**5,268** downloads, **4,649** unique downloads



**4,630** outlinks, **4,195** unique outlinks



**115** max actions in one visit

### 4.3. ENTRi Explainer Video

In order to increase the visibility and comprehension of civilian crisis management, the ENTRi Secretariat, in cooperation with the German video making agency How2, developed a brief explainer video in 2018. On the one hand, the video depicts the structure and composition of the project and the activities that ENTRi has carried out so far. On the other hand, it identifies the relevance of ENTRi for (European) civilian crisis management.

The video was published on the ENTRi website, the ZIF website and shared with the ENTRi Partner Consortium. Additionally, the video was published on YouTube and Vimeo to reach a wider, more diverse audience. As of 31 July 2019, it has attracted more than 1,000 views on YouTube, and was played 39 times on Vimeo.

(<https://www.youtube.com/watch?v=IICXnGsGtTA>)



#### 4.4. Flyer – ENTRi at a Glance

The “ENTRi at a Glance” flyer, a two-pager outlining ENTRi in a nutshell, was created during ENTRi III. It was handed out on various occasions to briefly inform about ENTRi but also made available on ENTRi’s website. Below, please, find the first page (the full version is attached as ANNEX IX).



### ENTRi III | At a Glance

providing learning and knowledge building for civilian crisis managers

#### What is the aim?

The overall objective of Europe's New Training Initiative for Civilian Crisis Management (ENTRi) is to improve the human security (freedom from fear) of people living in crisis-prone areas to which crisis management and stabilisation-type missions ("crisis management missions") of the EU, the UN, the OSCE, the AU and/or other organisations are deployed. The project aims at better enabling staff in those missions to work in an efficient, effective and sustainable manner in order to achieve their missions' mandates.

#### What do we deliver?

- ENTRi currently offers the following courses: **Mentoring (MMA, Nairobi, Kenya 12.02-13.02.19)** & **Training of Trainers (The Hague, Netherlands 26.02-01.03.19)**. Courses cover theory and practice to a high specific course content with regional contexts, they are free of charge, but participants are required to cover their own travel costs. For further information see here: <http://www.entriforcsm.eu/resources/courses.html>
- ENTRi III divided its tasks among five working groups (WG): **Certification, Evaluation, Training of Trainers, E-Learning and Course Package Development (CPD)**. The WG Certification aims to ensure the promotion of European training standards by processing CPMC certifications of course content/methodology that has been checked by IN R partners. The WG Evaluation evaluates IN R activities, using common tools to create comparable data and to close the loop between lessons learnt and creation of new ENTRi material/products. The WG Training of Trainers (ToT) has developed a didactical toolkit for crisis management courses and implements six ToT courses worldwide. The WG E-Learning is developing technology-enabled learning products. The WG CPD will produce seven "off-the-shelf" packages of training courses/modules that can be flexibly used by crisis management missions and trainers. Course packages can be downloaded for free on the ENTRi Website: <http://www.entriforcsm.eu/resources/cpd-courses.htm>
- ENTRi works to cooperate with the planning and operational bodies of international organisations to share and further develop training standards and identify needs, as well as improve coordination with staff contributing countries.

#### Context and background

ENTRi is an initiative funded by the European Commission (90%) and co-funded by its 12 implementing partners under the lead of the Center for International Peace Operations (ZfP) in Berlin, founded in 2011 and closed in June 2019. The total budget of the programme since its inception is roughly 8 million Euro. The implementing partners come from different Member States of the European Union and Switzerland. ENTRi was created by the European Union's instrument: contributing to Stability and Peace and is guided by the European Commission's Strategy for Foreign Policy Instruments (SFI), which is coordinated with the European External Action Service. The ENTRi partners are: Austria: Study Centre for Peace and Conflict Resolution (ASPR); Bulgaria: Institute for Global Studies (IGS); Bulgaria: Centre for European Peacekeeping (CEP); Slovakia: Crisis Management Centre for Finland (CMCF); École Nationale d'Administration (ENA), France; Royal Institute for International Relations (Rijks Instituut voor Internationale Betrekkingen) (RIJ), Belgium; Folke Bernadotte Academy (FBA), Sweden; Netherlands Institute of International Relations (Clingendael) (NIJ); Stabilisation Unit (SU), United Kingdom; Swiss Expert Pool for Civilian Peace Building (SEPC); Sorbonne School of Advanced Studies (SSSAP), Belgium; the Center for International Peace Operations (ZfP), Germany; The Organization for Security and Co-operation in Europe (OSCE); and the United Nations Department of Peacekeeping Operations (UN DPKO) and associate partners. Further information on ENTRi can be found at [www.entriforcsm.eu](http://www.entriforcsm.eu).

#### *In Control, Garder le contrôle, تحت السيطرة & Em Controlo Handbook*



The *In Control* handbook has been designed to accompany civilian experts on their way through crisis management missions and provide a general overview of the institutional landscape of crisis management as well as relevant concepts. It includes a foreword by Federica Mogherini, High Representative of the Union for Foreign Affairs and Security Policy/Vice President of the European Commission and features updates from over 50 subject matter experts. *In Control* is now also available in an Arabic, a French and Portuguese version! *Gardar le contrôle, تحت السيطرة* and *Em Controlo* include a handy list of abbreviations of French, Arabic and Portuguese being compared term side by side with its English equivalent. The Handbook can be found and downloaded for free on the ENTRi Website: <http://www.entriforcsm.eu/resources/handbook.html>



## Giveaways

As a means of increasing ENTRI's visibility, a range of giveaways was created during ENTRI II. These products were distributed during ENTRI courses and additionally to relevant stakeholders. The giveaways were ordered in such large quantities that – during ENTRI III – course participants still profited from these free products. The international travel adapter was re-ordered during ENTRI III.

The coordination team placed great importance on designing useful and long-lasting giveaways that can be used sustainably and are functional on a daily basis. Additionally, they were related to the project's purpose – to improve the human security of individuals living in crisis-prone areas. Each product was prominently bearing the EU and the ENTRI logos.

(See picture)

Give-aways included:

- international travel adapters,
- protection sleeves for cards (against RFID skimming),
- reflectors for biking, and
- portable power banks.

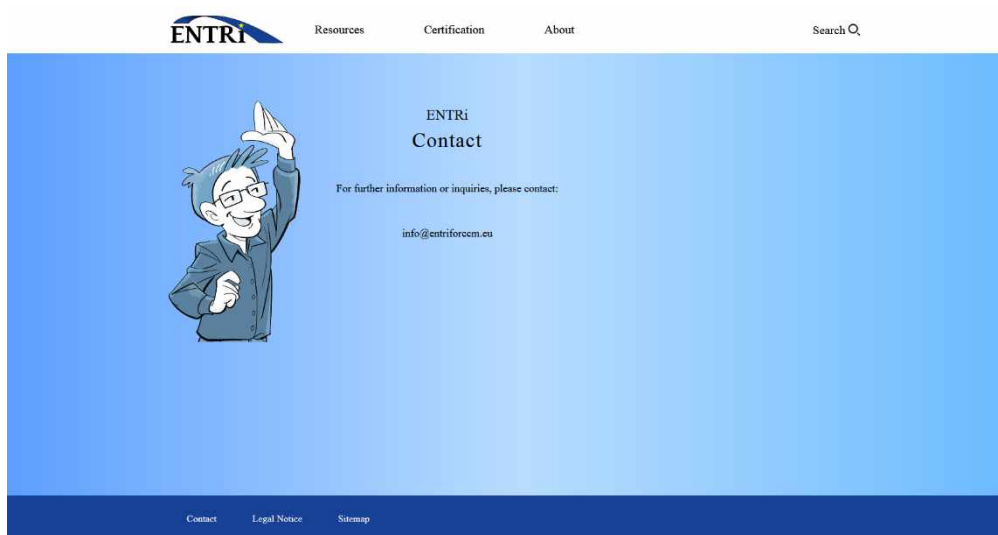


## 4.5. Outreach

ENTRI was promoted through numerous channels:

- online
  - ENTRI's website
  - the respective websites of the ENTRI Consortium partners
  - ENTRI's Facebook page
  - ENTRI's LinkedIn Group
  - ESDC website
- Face-to-face
- Via phone or Skype

Visitors to the website were offered to contact the ENTRI Secretariat for inquiries and further information via [info@entriforcem.eu](mailto:info@entriforcem.eu).



On a regular basis, the ENTRi Secretariat received emails, mostly inquiries about hard copies of the handbook, but also details on courses and packages as well as general issues. These emails were replied to by the ENTRi Secretariat in a friendly and timely manner.

Whenever deemed possible, the ENTRi Secretariat was happy to meet face-to-face with project stakeholders to promote the ENTRi project.

## 5. Location of Records, Accounting and Supporting documents

At the Center for International Peace Operations (ZIF), Ludwigkirchplatz 3-4, 10719 in Berlin, Germany.

**Name of the contact person for the Action:**

Dr. Almut Wieland-Karimi

Signature:

Berlin, 07 October 2019

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Dr. Astrid Irrgang

*Date report due: 31 October 2019*

*Date report sent: 07 October 2019*

## **List of Annexes**

Annex I – ENTRi under the Microscope

Annex II – NATO Letter of Support

Annex III – OSCE ToRs HEAT

Annex IV – Kosovo Testimonials

Annex V – EULEX Letter of Appreciation

Annex VI – ToT Kiev Testimonials

Annex VII – After Action Review Tender

Annex VIII – Logical Framework

Annex IX – ENTRi At a Glance (complete final version)

Annex X – ENTRi – Continuing the Legacy

Annex XI – ENTRi Communication Plan v5