

*Report 06/04*

## **Recruitment and Deployment of Civilian Personnel for Future EU Field Missions**

Informal Meeting on EU Member States' Recruitment Practices, 17-18 June 2004

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## Table of Contents

<b>I. Introduction</b> .....	2
<b>II. Institutional Aspects and Recruitment Practices of ZIF</b> .....	3
<b>III. Presentations on the Current State of National Efforts in the Recruitment for Peace Operations</b> .....	5
1. Finland .....	5
2. France .....	6
3. Netherlands .....	6
4. United Kingdom .....	7
5. Sweden .....	9
6. Estonia .....	9
7. Greece .....	9
8. Lithuania .....	10
9. Latvia .....	10
10. Czech Republic .....	10
11. Ireland .....	11
12. Hungary .....	11
<b>IV. Human Resources Management and Needs of International Peace Operations</b> .....	12
1. EU Perspective .....	12
2. OSCE Perspective .....	13
<b>V. Lessons Learned, Conclusions and Recommendations</b> .....	14
<b>Agenda</b> .....	16
<b>List of Participants</b> .....	18

## I. Introduction

The idea for an informal meeting at the level of national EU recruitment focal points stems from the conference on “Training For Civilian Aspects of Crisis Management: The Role of the European Union” which was hosted by the Italian government and met in October 2003. During the conference the Zentrum für Internationale Friedenseinsätze (Centre for International Peace Operations, ZIF) offered to organize a meeting in Berlin in 2004 to continue the discussion and exchange experiences on rosters and recruitment in the different countries, with special attention to an expanded EU engagement. For this purpose, ZIF invited national recruitment focal points, as well as a representative from the European Commission and the OSCE-Secretariat. Several new EU member states were represented. Specific topics that had been identified for discussion were:

- national policies on recruiting civilian personnel,
- institutional arrangements and national recruitment models, incl. mandate and structure
- development and maintenance of rosters of candidates,
- management of the recruitment cycle.

Key objectives of this meeting were:

- to compare different national approaches and models for providing human resources to international peace operations,
- to engage in a substantive dialogue about approaches to mobilize, select and support candidates,
- and to facilitate a process of networking among national focal points and specialized agencies involved in such activities.

The report summarizes, firstly, the presentations of present national recruitment practices, secondly, EU and OSCE perspectives on human resource management for peace operations, and thirdly some important lessons learned, conclusions, and recommendations.

## II. Institutional Aspects and Recruitment Practices of ZIF

ZIF was established by the German Federal Government in June 2002 with the aim of enhancing Germany's civilian crisis prevention capacities. ZIF is a non-profit company with limited liability. Its sole shareholder is the Federal Republic of Germany, represented by the Federal Foreign Office. It is governed by a supervisory board comprised of ministers of state or state secretaries from the Foreign Office, the Ministry of Defence, the Ministry for Economic Cooperation and Development, and the Interior Ministry, as well as four Members of the German Bundestag. It has an advisory board with fifteen high level members. ZIF's core mandate are the training, recruitment and support of German personnel for peace operations and monitoring missions conducted in particular by the OSCE, the EU, and the UN. In order to fulfil its mandate, ZIF is organized into three units:

*Training Unit* – prepares civilian personnel for future missions. Various courses cover issues such as basic conceptual and practical problems of modern peace operations, international humanitarian law, intercultural communication, election observation, mission structures and workflow, and personal safety. Field exercises simulate complex risk situations like moving in mined areas and hostage taking. Since its foundation, ZIF has trained over 400 German and international professionals in courses conducted on a national as well as the European level. ZIF is a founding member of the EU Group on Training initiated by the Commission of the European Union. ZIF is also involved in election observer and leadership training at the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Accra, Ghana.

*Recruitment Unit* – maintains a roster of screened and trained German civilian professionals. To date, more than 600 experts have been accepted to this roster. In close cooperation with the German Foreign Office, ZIF selects candidates with relevant expertise from this pool and deploys them to peace and election observation missions. Currently, over 200 German professionals are serving in UN, EU, and OSCE field missions. In addition, since its foundation, ZIF has also deployed over 800 German election observers all over the world.

*Analysis and Lessons Learned Unit* – supports the other units by researching and advising on current international crisis management issues with special relevance for ZIF's mandate such as rule of law programs in peace operations, the cooperation between civilian, police, and military actors, the intercultural skills of mission personnel, and organized crime in post-conflict areas. ZIF also cooperates closely with other international organizations and training centres in developing training curricula and participates in peacekeeping exercises.

Specific tasks and responsibilities of the Recruitment Unit are the screening and selecting of candidates; expanding and managing a multifunctional database of technical experts and managers; supporting, counseling, monitoring and evaluating mission members during and after the assignment; networking at an institutional and an individual level; nominating and recruiting candidates for peace operations and election observation; and contributing to strategic organizational issues.

This work is done by four full-time and two part-time staff, through employment of advanced database and personnel management technology, a team approach to mobilizing, appraising and communicating with candidates, visits to international missions and headquarters, and a close coordination with the German Foreign Office.

The recruitment process itself functions according to a number of selection criteria and requirements. The criteria are divided into three groups: compulsory, essential, and desirable. The compulsory and essential criteria include requirements such as work experience, a university degree or other relevant training, and fluency in English. Desirable criteria, on the other hand, are previous experience in an international organization, exposure to crisis or post-conflict situations, and the knowledge of other relevant languages. ZIF receives about 80-100 applications from potential candidates a month.

Once a candidate has completed their online application, and has been appraised and selected, she/he is invited to participate in a two-week training course during which the final assessment takes place. In cases of extensive mission experience candidates do not have to participate in the training course, but go through a personal interview. Acceptance after the training course leads the candidate to be admitted into the expert pool. Upon a candidate's admission to the database pool she/he can easily be located, nominated for a post, deployed and assigned to a mission or encouraged to directly apply for contracted posts.

For the purpose of improving the quality and speed of the selection and deployment of German civilian professionals for peace operations and other crisis prevention related tasks, as well as for election observation missions the Recruitment Unit has embarked on some strategic efforts:

- Scouting trends in demand for personnel in peace operations, both with respect to the quantity and required profiles

- Evaluating the current roster composition
- Networking with potential suppliers of experts (govt; NGOs; private corporations)
- Reaching out to highly specialized experts in line with the more demanding specialised job profiles peace-support missions require
- Establishing contact with Germans serving in international missions not yet in touch with ZIF
- Screening of candidates for rapid, ad-hoc recruitment
- Facilitating the release of candidates from public service or private sector
- Meeting German mission personnel more regularly (both at ZIF and in mission)
- Upgrading the ZIF database and management tools.

### **III. Presentations on the Current State of National Efforts in the Recruitment for Peace Operations**

#### **1. Finland**

Finland has recently implemented some changes to the institutional aspects of its recruitment and training for international civilian crisis management. Whereas the political guidance of the missions still fall under the auspices of the Ministry of Foreign Affairs, the Ministry of the Interior is now responsible for maintaining and developing the preparedness of Finnish commitments to international civilian missions. To this end the section Civil Crisis Management was founded. Work is underway on a bill that will precisely set out the different authorities of the ministries and establish the specific mandate of Civil Crisis Management. Another bill that is currently on the table for discussion would enshrine the right of civilian personnel to be absent without pay from the private sector, and to be able to return to their same jobs at the same pay level after a mission. This law would apply to Finnish civilian personnel who are seconded to any civilian crisis mission.

Training and recruitment both take place under Civil Crisis Management, which currently has a staff of three people. Due to the limited amount of spaces on EU training courses the central training has to be conducted nationally, which is still in its early planning stages. Furthermore, an electronic database is being created which is expected to be operational by July 2004. To prevent "sleepers" in this database, anybody who does not access the website regularly is to be

removed from the roster. Besides the central database an “on-call” directory is also being created, which lists all of the personnel who are ready to leave for a mission within two weeks. Contracts usually last six months and are then typically extended by another six months. Overall, the current state of recruitment for peace operations is characterized by a close collaboration of the relevant ministries which is possible due to the small size and population of the country.

## **2. France**

In France, the Unit of International Crisis Monitoring is part of under the Prime Minister’s Office. Distinct institutional practices and responsibilities in regard to civilian peace missions are still in formation. The recent EU project has led France to implement its own training of civilian personnel, the first of which is to take place towards the end of 2004. Currently there are a number of rosters which are relevant for French civilian personnel. One lists candidates who are interested in working for an International Organization, another lists candidates who are interested in working for the OSCE. Furthermore, there are various inter-ministerial rosters which are supposed to list candidates, in the ministries’ fields, who are interested in partaking in an international mission. This approach is quite successful in some ministries whilst it is less effective in others. A current difficulty is posed by the handling of civil servants’ pay. Time spent working in a foreign country does not count towards a civil servant’s pension and there also appear to be a number of difficulties with the personnel’s personal insurance. Overall, the Foreign Ministry is in charge of France’s peace operations. Yet, the establishment of the role of the civilian in crisis situations is just beginning and still needs further time to develop. This might lead to institutional changes in a few years time.

## **3. Netherlands**

In the Netherlands, whilst the recruitment for election observation and OSCE missions takes place under the Ministry of Foreign Affairs, non-operational international police activities are coordinated by the Netherlands Centre for International Police Co-operation (NCIPS). Non-operational international police activities include advising, coaching, and monitoring. Patrolling and engaging in investigations or arrests are not a part of this mandate. NCIPS is a form of co-operation between the Dutch Ministry of Internal Affairs & Kingdom Relations, the Ministry of Foreign Affairs, the Ministry of Justice, and the Police. NCIPS coordinates police missions in post-war areas and developing country programs, such as institution building. Presently, the Netherlands have 14 police officers on mission in Bosnia-Herzegovina, three in Serbia, seven in

Macedonia, and four in Cyprus. To insure appropriate staffing for further missions the NCIPS keeps a pool of around 180 volunteers from the Dutch police forces. NCIPS also promotes police mission work by publishing articles about mission work in police magazines, by designing and issuing posters and brochures, by representing itself at police exhibitions, and by publishing a mission newsletter every trimester.

The deployment cycle of the police officers takes place in the following way. Once NCIPS receives a call for contribution from the EUPM, OSCE, or UN, it consults its pool of police officers for a potential candidate. The NCIPS then contacts the regional police force to see if the candidate is available. After the confirmation of availability the candidate is subject to a further selection procedure, an assessment, a medical examination, a test of their linguistic competence, and a mission oriented training. Once all of these requirements have been passed the candidate will be nominated to the requesting organization.

An important characteristic of the NCIPS model is a close liaising, not only with the police officers on a mission, but also with their families at home. Furthermore, once a police officer returns from a mission NCIPS insures that they have a medical check-up, a debriefing, psychological aftercare (if desired), as well as an organized return to their police force.

The recruitment of personnel for OSCE missions and election observation falls under the Ministry of Foreign Affairs. In the Ministry the Coordinator for Short Assignments functions as a recruitment agency by presenting the CVs of suitable candidates to the different ministries for selection. Currently no substantial funds have been allotted for the training of civilian personnel. Security training is organized on an ad hoc basis by the Coordinator for Short Assignments. As with the NCIPS, a magazine is available which has civilian peace operations as its focus.

#### **4. United Kingdom**

The United Kingdom currently has around 115 civilian personnel deployed in OSCE missions. Civilian Crisis Management falls under the responsibility of the Foreign Office. The recruitment cycle for the OSCE is constructed in the following fashion. Applicants wishing to be considered for deployment to missions complete an OSCE application form, which is available on the secondments page of the Foreign and Commonwealth office (FCO) website. From these applications 60% of people are invited to an interview. The interview is an intense and rigorous procedure, which lasts for 40 – 60 minutes. From all of the applicants reaching the interview stage ap-

proximately 20% are accepted for the FCO (OSCE) training course. The training course lasts seven days and consists of a realistic simulation of an OSCE field mission. An estimated further 6% fail the course annually, whilst the rest pass and are added to the roster. There are presently about 430 personnel listed on the roster. When an OSCE position is advertised the FCO OSCE section matches an appropriate candidate from their roster with the advertised position. If the candidate agrees to be nominated for the position, and is accepted by the OSCE, a contract for six months is issued. All contracts are renewable for further six month periods, subject to the wishes of the secondee, the OSCE, and the FCO. One of the challenges to the deployment of civilian personnel for the FCO is the gender bias of the roster, with only 21% being female.

For EU missions, the Foreign Office often draws personnel from the OSCE database. However, the demand for people with specific expertise means that the national co-ordinator for civilian ESDP missions also consults a variety other government departments, informal networks of experts and databases held by other departments including the Department for International Development. The UK aims to meet and train all experts if time allows. The UK hopes to develop the databases to include more professionals and to actively recruit people from certain areas, thereby removing the need for most ad hoc recruitment searches (see below).

Currently a number of initiatives are being considered to attempt and foster a culture in which time spent working abroad is regarded as a positive factor for one's career and not as a hindrance. The UK is considering legislation along the lines of that which allows the release of members of the Territorial Armies, in order to facilitate the deployment of civil servants and other professionals. The Department for Health has also constructed a tool-kit featuring advice for employees preparing for overseas assignments. This may be developed for other government departments. This toolkit has been complemented by a similar set of recommendations advising the employer on how to deal with their employees taking up a mission position. Lessons learned from recent conflicts include that in some cases personnel has been sent due to their availability rather than their expertise. This trend is to be counteracted by the establishment of a post-conflict unit which is supposed to unify the planning process and ensure that the right people are deployed to missions. This may involve the development of two databases, one of which carries the names and profiles of civil servants with experience, and the other which has potential candidates from the private sector. Both would aim to follow procedures for the OSCE database as above. This may lead to the establishment of a central secondments unit to manage these. Overall, the recruitment model is characterized by an elaborate screening procedure asking the applicants to demonstrate all of the demanded skills.

## **5. Sweden**

The cooperation between a number of Swedish agencies and international organizations is supported by the Folke Bernadotte Academy (FBA). FBA is a Swedish government agency dedicated to improving the quality and effectiveness of international crisis management. The recruitment for civilian missions in Sweden takes place at the OSCE desk in the Foreign Ministry, however other departments are envisaged to be part of the process. The FBA is not tasked with recruitment. Currently the only government agency to operate a list of candidates ready for missions is the police. SIDA, the Swedish International Development Cooperation Agency, also has a small unit mandated with the recruitment for election monitoring and six-month peace support missions. A current challenge to the unit is the required improvement of their database. Presently there are a number of rosters, some of which list as many as 1,000 candidates for deployment.

## **6. Estonia**

A central system for the recruitment of civilian personnel has not yet been established in Estonia. Currently a number of legal problems related to the recruitment of civilian personnel are being addressed. Each ministry is individually responsible for the screening and training of its personnel which are being deployed. The size of the country has permitted the selection to take place on an ad hoc basis without the need for a centralized roster. With only six or seven Estonian civilians deployed on missions it has not proven to be efficient to organize a national training. Instead, the EU training for civilian personnel is relied upon.

## **7. Greece**

In Greece, the current deployment to international missions mainly consists of military and police personnel. A central challenge to the Greek deployment of civilian personnel is finding a qualified replacement for the position that is being left behind in Greece and the financial aspect of the secondment. Police missions fall under the auspices of the related Ministry of Public Order. Overall, there is a great interest from potential candidates to be seconded to a mission from the private sector as well, which is exacerbated by administrative complications

## **8. Lithuania**

Lithuania is in the process of institutionally structuring the recruitment and deployment procedures for civilian personnel. A working system is expected to be in place by the end of 2004. In this new model, the Ministry of Foreign Affairs will be responsible for the deployment of civilian personnel. Two particular difficulties in implementing a working structure have been encountered with regard to the deployment of judges. Firstly, the government cannot nominate a judge to a mission, because this is regarded as the executive branch influencing the judiciary. Secondly, on their return to Lithuania, judges who have worked in a foreign country have to pass the legal exam again to practice their old profession. This provides a significant hurdle to deploying any judges.

## **9. Latvia**

Latvia is at the beginning of establishing a clear framework for the recruitment and deployment of civilian personnel. A final decision concerning the facilitation of the process and the responsibilities of the ministries has not yet been made. Currently, the Crisis Management Centre under the Cabinet of Ministers is in charge of managing local crises, while the Ministry of Foreign Affairs coordinates Latvia's participation in international civilian crises management operations. The State Police and the State Firefighting and Rescue Service, both part of the Ministry of Interior, are responsible for the deployment of police and civil protection experts. The biggest challenge is posed by the rule of law and civil administration. The ministries and special services have separate databases or lists of experts, while a consolidated database has not yet been established. Latvia is considering setting up a combined database of civilian personnel. At the moment the Ministry of Foreign Affairs, in co-operation with UNDP, is preparing analyses on legal issues to amend the national legislation for deploying civilian experts.

## **10. Czech Republic**

In 2001 an international contact point was established within the Ministry of Foreign Affairs, the purpose of which was to create a database of experts that could operate at the OSCE level. The database is currently working effectively seconding professionals for OSCE missions and supporting applications for UN missions. The extension to EU and ESDP (European Security and Defence Policy) areas of operation is to take place in the near future. Major hurdles in the process of recruitment are aspects of resources. A system needs to be devised for financing those civilian personnel seconded to international missions. It is believed that the Ministry of Foreign

Affairs will take the lead in these issues of civilian crisis deployment. A functioning system is expected to be in place by the end of the year.

## **11. Ireland**

The recruitment for election observation and OSCE missions takes place under the Department of Foreign Affairs, while the training of civilian personnel is currently being outsourced. In regard to rosters, there are presently 400 potential candidates on a simple access database. The supply of potential candidates is far greater than the current demand from the Irish government; from 200 professionals listed in the database for election monitoring 33 were sent out last year. The department strives to implement a fair screening process, selecting people depending on the date of their application. Whereas it has not been a difficulty to mobilize civilian personnel, it has proven to be a challenge to cater for the personnel's financial and insurance arrangements prior to departure.

## **12. Hungary**

Hungary currently has 56 police personnel deployed on different missions worldwide. These fall under the responsibility of the Ministry of Interior, which established an International Training Centre (ITC) in July of 1999 to cope with the growing demand of personnel for peace operations. Other responsibilities of the ITC are the organization of national and international conferences, the coordination of international relations and foreign projects, and the organization of specialized training courses and language courses for Hungarian and foreign participants. Training for election monitoring also takes place, with 150 electoral experts being trained since 1996. The selection procedure involves several steps: filling out of application form; language test; medical examination; a psychological test; and a physical test (for the police). The training program consists of a language course (3-6 months); basic peacekeeping course (3-4 weeks); management training (2 weeks); mission orientation training (1 week); orientation training for family members (1 day); debriefing after missions (1-3 days). Hungarian recommendations for multilateral peacekeeping organizations are to coordinate the training programs among each other, to select regional training centers, and to organize an annual conference to share training experiences.

## **IV. Human Resources Management and Needs of International Peace Operations**

### **1. EU Perspective**

The EU commission currently employs at least seven different mechanisms in development and crisis response for drawing on expertise from the member states. Some have been put in place in the context of the accession process of new member states. There are a number of transferable key skills applicable to both development and crises-management related programs. The Commission keeps a consultant roster which it draws on for particularly complex issues of institution building. Presently there are 350 personnel listed under this roster. The EU commission works as a contractor facilitating the remuneration and organization of the personnel. A difficulty that has arisen by the EU commission defining itself as a contractor is that of the official status of the contracted personnel. This leads to a lack of clarity in the EU commission's duty of care responsibilities. A further important issue is the question of how effectively and quickly mechanisms have worked to get the right experts. Systems which are only used occasionally have proven to be less successful in locating expertise. It is possible that not all of the human resources are being captured. A further challenge is posed by trying to keep personnel interested once they have been taken into the rosters. An interesting model in this regard is presented by the United Nations Disaster Assessment and Coordination Team (UNDAC) which runs a yearly refreshers course, and thus fosters an esprit de corps amongst its personnel.

Besides the issues of keeping the rosters active and defining the legal status of civilian personnel the question arises of how to insure an effective interface between bureaucracies. A further crucial issue is the divorce between development and civilian peacekeeping missions. There are a number of experts in the development sphere that could be utilized for civilian peacekeeping missions. Furthermore, there is a vast amount of companies which claim to engage in placing people in international assignments. A final issue which the EU commission is currently concerned with is the implementation of a pilot project for a European Civilian Peace Initiative. The approach of this project will be to utilize the existing structures as much as possible.

## 2. OSCE Perspective

The majority of the international OSCE field staff is seconded by member states. Hence a number of important aspects of the secondment process are going to be elaborated upon below. Recruitment for OSCE field missions and centers functions as follows: Online applications working on the basis of predefined categories are available to member states. This enables states to easily pre-screen candidates and nominate them for the published positions. Every open position in the OSCE is advertised. In a competition open to all 55 states, applications are passed on to the OSCE secretariat for assessment. At this stage some of the applications are rejected, and the remaining list of applicants is forwarded to the OSCE field office. In 2003, the OSCE received 4,000 to 5,000 applications, from which it deployed around 500. A current complication of the OSCE recruitment process is the quality of the forwarded applications, which do not always meet the job requirements.

Four central fields to be considered are:

1. The particularity of the secondment system does not allow for a career development of the civilian personnel. This affects the quality of the applicants. Furthermore, mission members often worry about future employment prospects and extensions of their contracts.
2. There are often specific mission interests at work which collide with the interests of the organization. In some missions there is an apparent national homogeneity of the staff. Furthermore, on some occasions the job vacancy description reflects the former incumbent's experience and not the actual requirements for the mission. The need for a swift deployment of personnel leads to a shortening of the selection process.
3. There are a number of limitations in the selection and screening tools. It has proven difficult for example to quantify and compare EU-wide university degrees. In some cases applicants have clearly exaggerated the scope of their own qualification and capabilities. Furthermore, there is a distinct cultural difference in the writing of CVs, with the CVs of the applicants from some countries being far more detailed than those of applicants from others.
4. There are situations in which national interests affect the OSCE's recruitment process. On some occasions there has been "soft" political pressure to select certain candidates. Whereas there are distinct qualitative differences in candidates, the OSCE is forced to maintain both a national and a gender balance.

Overall, the REACT database has proven itself to work well in finding specialists for positions, such as in the recent case for Georgia.

## **V. Lessons Learned, Conclusions and Recommendations**

The working group on recruitment and deployment of civilian personnel for future EU field missions was characterized by a number of recurring themes. One of the central topics was the increased need for personnel with specific specialist expertise along with extensive international experience. It was acknowledged widely that this shift in demand presents a formidable challenge to the recruitment of civilian personnel.

A second central theme was the difficulty of a proper assessment of civilian personnel at the missions. The OSCE has recently rolled out its system of individual performance review. However, this may not always reflect a realistic assessment of the mission personnel. One cause of this is a mission culture in which information regarding the quality of the personnel is passed over the phone but is seldom put in writing. This lack of reliable performance assessment runs the danger of recycling underperforming personnel from mission to mission. Nonetheless, there was agreement that the more refined a recruitment system became the more there was a need for some type of performance assessment. A challenge to implementing a consistent and comparable performance assessment is the influence of quite diverse cultural, political and national considerations.

A further major topic was the hampering of civilian deployments due to national labor laws. It was remarked that the laws in most European countries are rather inflexible and therefore make the speedy recruitment and deployment of experienced or highly specialized professionals quite difficult.

Another theme of discussion centered on the appropriate national institutional models. Every national setting is different, and so is the evolution of recruitment policies and aspirations. This has a bearing on how recruitment mechanisms are organized and what mandates and scope of work they follow. At present, UN, OSCE and EU missions are usually served from different desks in the Foreign Ministries or by different ministries altogether. Outsourcing is so far not a regular option, but increasingly taken into consideration. There seems to be a growing understanding

that multilateral peace support, conflict management and rehabilitation missions conducted by UN, EU or OSCE require a similar set of skills and qualifications, therefore calling for integrated pools of experts.

Overall, the spirit of the working group was one of informal candor. Discussions took place in a very frank atmosphere and a lot of valuable information was shared. In the light of the success of this working group meeting, a number of participants welcomed the proposal by ZIF to host a similar meeting sometime in 2005.

## Agenda

### Thursday, 17 June

16:00	Opening and welcome by Dr. Winrich Kühne, Director, ZIF Introduction of Participants
16:30	<b><i>Institutional Aspects and Recruitment Practices of ZIF</i></b> <i>Jens Behrendt, Bettina Renner, Anja Stange</i> <i>Questions and discussion</i>
17:30	Coffee break
18:00	<b><i>The Current State of National Efforts in Recruitment for Peace Operations – Approaches and Challenges</i></b> <i>Presentations and Contributions from National Focal Points/Recruitment Agencies</i> <i>Questions and discussion</i>
19:30	Dinner (ZIF Cafeteria)

### Friday, 18 June

09:00	<b><i>The Current State of National Efforts in Recruitment for Peace Operations – Approaches and Challenges</i></b> - contd. - <i>Presentations and Contributions from National Focal Points/Recruitment Agencies</i> <i>Questions and discussion</i>
11:00	Coffee break
11:30	<b><i>Discussion: Comparative Country Experiences</i></b>
13.00	Lunch
14:00	<b>Human Resources Management and Needs of International Peace Operations</b> An EU Perspective

	<i>Alexander McLachlan, Crisis Management Unit, European Commission</i>
	An OSCE Perspective <i>Helmut Napiontek, OSCE Secretariat, Vienna</i>
	<i>Questions and discussion</i>
15:00	Coffee break
15:30	<b><i>Lessons Learned, Conclusions and Recommendations</i></b> <i>Discussion</i>
16:00	Closing
<i>Evening</i>	<i>Optional, informal get-together</i>

## List of Participants

### EU Member States

Matild André	Senior Coordinator Ministry of the Interior, International Training Centre, Hungary
Eric Chevallier	Deputy Director for International Crisis Monitoring SGDN, Prime Minister's Office, France
Gavin Cook	ESDP/Civilian Crisis Management/Desk Officer Foreign & Commonwealth Office, UK
Evelyn Coppens	Coordinator Short Assignments Ministry Foreign Affairs, The Hague, Netherlands
Erika Ellamaa	ESDP Coordinator Ministry of Foreign Affairs, Estonia
Lillemor Henricsson	Recruiter/Desk Officer SIDA, Sweden
Mareike Junge	Programme Manager – Training Peaceworkers UK
Augusta Lekaite	Attaché, Threat Analysis Ministry of Foreign Affairs, Lithuania
Sandra Linkensedorová	ESDP Specialist Ministry of Foreign Affairs, Czech Republic
Alexander McLachlan	Crisis Management Unit European Commission
Teresa McHugh	Recruitment and Database Management Development Cooperation Ireland
Helmut Napiontek	Recruitment Officer OSCE Secretariat, Vienna
Eira Parppei	Coordination of Training and Recruitment on Civil Crisis Management Ministry of Foreign Affairs, Finland
Zane Petre	3rd Secretary Ministry of Foreign Affairs, Latvia
Sophia Philippidou	Delegation of Greece to the PSC Ministry of Foreign Affairs, Greece

Erkki Platan	Coordination Head, CCM Ministry of the Interior, Finland
Csaba Sandberg	Training/Project Assistant Folke Bernadotte Academy, Sweden
Bob Thain	Head of OSCE Section Foreign & Commonwealth Office, UK
Fred Verdelman	General Affairs Manager NCIPS, The Hague, Netherlands
Jan Wolf	Manager / Coordinator Peacekeeping Police Missions NCIPS, The Hague, Netherlands
Vendula Zikova	Head of International Relations Police Presidium Prague, Czech Republic

#### German Foreign Office

Riclef Beutin	Desk Officer Section 203, OSCE/Civilian Peacekeeping Personnel
Kendra Knöbl	Trainee Section GF05, UN Budget & Personnel
Boris Ruge	Deputy Head of Section Section 202, European Security and Defence Policy

#### ZIF

Winrich Kühne	Director
Jens Behrendt	Head of Recruitment
Anja Stange	Recruitment Officer
Bettina Renner	Recruitment Officer
Ursula Kremer	Recruitment Officer
Markus Postert	Head of Training