

The ITPCM



# International Commentary

Vol. XII no. 38  
April 2015

20th  
Anniversary

The **I**nternational  
**T**raining **P**rogramme  
for **C**onflict **M**anagement

1995

2015

of the  
Scuola Superiore Sant'Anna

1995/2015  
20th  
Anniversary  
ITPCM

## The ITPCM International Commentary

*Administrative Director*  
Francesco Ceccarelli

*Scientific Director*  
Andrea de Guttry

*Editorial Committee*  
A. de Guttry, *Full professor of Public International Law*  
S. Venier, *PhD Candidate, SSSUP*  
D. Venturi, *PhD Candidate, SSSUP*  
R. Marangio, *PhD Candidate, SSSUP*

*Contributors to this issue*  
Andrea de Guttry, Pierdomenico Perata, Enrica Pautasso,  
Benjamin Agordzo, Serena Borsani, Francesca Citossi,  
Mercy Wilson Brown, Gianluca Bruni, Elisa de Pieri,  
Nicolette Moodie, Emanuele Sommario, Luisa Nardi,  
Annalisa Creta, Francesca Vietti

*Art Director*  
Sara Nannipieri

ISSN. 2239-7949



# International Commentary

Vol. XII no. 38

April 2015

ISSN. 2239-7949

---

**20<sup>th</sup> ANNIVERSARY** 1995/2015

**I**NTERNATIONAL

**T**RAINING

**P**ROGRAMME FOR

**C**ONFLICT

**M**ANAGEMENT

Newly launched on the ITPCM agenda:

Next Events & Trainings, more at p. 36









## Table of Contents

### Introduction

Andrea de Guttery, Founder and Director of ITPCM 7

### The ITPCM and the Scuola Superiore Sant'Anna

Pierdomenico Perata, Rector of the Scuola Superiore Sant'Anna 12

### A short Overview of the Training Activities carried out in the last 20 years

Enrica Pautasso 16

### Voices from the field:

Benjamin Agordzo 22

Serena Borsani 22

Francesca Citossi 23

Mercy Wilson Brown 23

### Voices from Institutions regarding our Training Activities

Gianluca Bruni (World Food Programme) 24

Elisa de Pieri (Amnesty International) 25

Nicolette Moodie (United Nations Children's Fund) 25

### A brief Overview of the Research Activities carried out by ITPCM

Emanuele Sommario 25

### A brief Overview of the Monitoring and Evaluation Activities carried out within ITPCM

Luisa Nardi 28

### A general Overview of the Consultancy Activities carried out by ITPCM

Annalisa Creta 30

### A general Overview of the International Events organised by ITPCM

Annalisa Creta 32

### A brief Overview of ITPCM International Partnerships

Francesca Vietti 34

### Concluding Remarks

Andrea de Guttery 36

1995/2015  
**20th**  
Anniversary  
ITPCM

# THE ITPCM

## 20<sup>TH</sup> ANNIVERSARY...

**Andrea de Guttry**

*Full Professor of Public International Law & Director,  
International Training Programme for Conflict Management, Scuola Superiore Sant'Anna*

Dear Readers and Friends of the ITPCM, I am very pleased to present to all of you this special issue of the ITPCM International Commentary dedicated to the celebration of the ITPCM's 20<sup>th</sup> Anniversary.

This issue of the ITPCM Commentary will illustrate in a more detailed manner the activities we carried out in these 20 years and the results achieved so far.

I am happy to anticipate to all of you that we will organise, on April 24<sup>th</sup>, a major ITPCM Happy Birthday event to celebrate this important moment: you all are invited to attend.

As knowledge is increasingly being recognised as a resource of primary importance to achieve individual but also societal prosperity, universities are increasingly called upon to play new and more prominent roles within various realms. In keeping with the objectives of the Scuola Superiore Sant'Anna – excellence in training and research, internationalisation, interaction with the 'job market' – so the International Training Programme for Conflict Management represents an attempt "to play a leading role in

enhancing international and national capacities for the peaceful management of conflicts and for the fostering of sustainable peace processes". While over time the ITPCM has diversified its activities and broadened its reach, it all started out by answering a global call for action launched over twenty years ago.

In the early '90s, immediately after the fall of the Berlin wall and the end of the cold war, the UN was requested to establish and deploy an increasing number of peace-keeping/peace-building (PK and PB) operations. At that time, the UN was the only international organisation with the capacity and credibility to implement these very sensitive and delicate missions, which were given more and more demanding and complex mandates. The carrying out of those new challenging tasks, which implied a more relevant role not only for the traditional military component of these missions but also for the police and civilian components, required a "desperate" search by the UN for suitable candidates with a suitable preparation, able to perform in a professional manner.

In those years, the UN faced serious problems due to a lack of human resources with such skills: the then UN Secretary-General Boutros Boutros Ghali launched an appeal to all interested partners worldwide to offer new training opportunities for those, especially civilians, wishing to serve in international field operations.

The creation of the International Training Programme for Conflict Management of the Scuola Superiore Sant'Anna represented our modest response to that appeal and our contribution to providing a framework under 14 which highly sophisticated and updated training opportunities are offered to those going to serve in PK and PB operations.

In these last 20 years we have witnessed a significant evolution of international field operations and continuous changes in the way they are implemented. The expansion of their mandates, which inevitably required a more significant presence of the police and civilian component, the need to develop a comprehensive and integrated approach, the increasing importance of the concept of "local ownership" and the problems



1995

"Training Course The Civilian Personnel of Peacekeeping/Humanitarian Operations and Election Monitoring Missions", July 1995, Scuola Superiore Sant'Anna's cloister, Pisa



2002

Working in Hostile Environments: Improving the Knowledge and Skills of International Field Workers



2003

Training course on Peacebuilding and Good Governance for African Civilian Personnel, Accra, Ghana



2005

Afghanistan Parliamentary Elections 2005: Pre-Mission Training for EU EOM Personnel





**2006**

A Joint EU – UN training course on Human Rights



**2007**

Pakistan Parliamentary Elections 2008:  
Pre-Mission Training for EU EOM Personnel



**2012**

International Standards for the Protection of Individual and Groups:  
a Training Course for Field Officers Working on Human Rights



**2014**

Basic Course  
for Short-Term Election Observers





"Summer School: The Civilian Personnel of Peacekeeping and Peacebuilding Operations", July 2005, Aula Magna Storica, Scuola Superiore Sant'Anna, Pisa.

related to its true implementation, the rediscovered importance of the role to be played by women in field operations, the shift from executive functions to mentoring, monitoring and advising activities, the relations between the different stakeholders involved in the management of a given crisis, the new activism of regional organisations and coalitions of the willing that became available to and interested in delivering PK and PB activities and their relations with the UN system, are just a few of the many challenges the international community has been facing in recent decades.

As a training centre created within a public University, the ITPCM has followed all those evolutions very attentively and has always strived to adapt the content of courses delivered to the new emerging trends so as to ensure that the knowledge imparted and the skills built through its trainings correspond to what is really

needed in the field.

Having a retrospective look at ITPCM's activities, we feel that we have been able to reflect and duly take into account the challenges faced by the International Community in delivering PK and PB Operations and that we have managed to keep our training offer updated and relevant.

At the very beginning of our work, we started with the organisation of a Summer Course for the Civilian Component of PK and PB Operations and similar courses which inspired, at a later moment and to a large extent, the content of the ENTRI certified Core Courses that should be attended by anyone wishing to serve in a field operation. We then moved on to delivering specialisation courses, mission/country specific pre-deployment courses, mission induction courses, in-mission training, refresher courses, senior leadership courses, and we also designed a one-year Master programme (Master of Arts in Hu-

man Rights and Conflict Management) which reaches its XIII Edition this year. We delivered courses open to anyone interested (although we mostly run courses for which there is a selection procedure) and we organised courses open only for the personnel of specific organisations (AU, EU, UN, WFP, OSCE, etc.).

While many of our courses were targeting mostly civilians (international staff) wishing to work in crisis affected countries, we significantly increased the number of courses and activities targeting local staff of war-torn countries.

Therefore, if in the beginning all our courses were delivered in Pisa we soon started to deliver many courses abroad, very often directly in crisis affected countries: nowadays the majority of our courses are run outside Italy.

We strongly and actively supported the creation of regional and international networks of like-minded train-



"Summer School: The Civilian Personnel of Peacekeeping and Peacebuilding Operations", July 2005, Aula Magna Storica, Scuola Superiore Sant'Anna, Pisa.

ing institutions to share experiences and develop common standards: we were among the founders of the International Association of Peacekeeping Training Centres (IAPTC), the European Association of Peacekeeping Training Centres (EAPTC), the European Group on Training (EGT), the European New Training initiative (ENTRI), the Italian Network of Training Centres for Emergencies (NIFOPE). Our commitment is to continue playing an active role in these networks, which we consider as tools to promote more coherence, higher universal standards and better harmonisation of training activities.

Throughout these years we have always tried to keep a very close and intimate relation between all our training activities and our research activities: this was in the past and still remains one of the key characteristics of the ITPCM. We are indeed mindful that by so doing we have established a virtuous circle whereby both our training offer and the research undertaken benefit. This is all the more true for the activities of technical assistance and for those of evaluation, which have also been an important share of our work over

the past years, and for which the research component is essential and our potential to influence policy is magnified.

The celebration of the 20<sup>th</sup> Anniversary of the ITPCM offers a unique opportunity not only to take a critical look at the past but also to build the future on the basis of lessons learnt. This booklet is aimed at presenting and critically reflecting on our past achievements and at developing new ideas for the foreseeable future. We will in any case remain committed to the basic principles which have inspired our activity so far and to what we consider our main mission: to carry out research, provide training and offer technical advice to improve the effectiveness, sustainability and impact of conflict management and development actions. In the meantime I would like to take the opportunity to express our most sincere thanks to all those who have contributed to our activities in the last 20 years: in this regard I would like to specifically thank, without naming them individually, several categories of stakeholders: the International and Regional Organisations, the Italian National and regional institutions

and especially the Italian Ministry of Foreign Affairs; the training centres worldwide and their associations; our partners in different regions of the world; the NGOs that we have collaborated with and those that hosted our evaluation teams; the lecturers who have enriched our courses; the research, training and administrative staff of the ITPCM for the hard work carried out so far; the Scuola Sant'Anna and all its staff for the precious support offered during these years, and, last but not least, the participants of our training courses and master programmes for the time they invested in attending the courses and for their active participation. We really hope that we will be able to count on all of you over the next 20 years as well...

I take this opportunity to wish to all of you and your families all the best and a Happy Easter.



# THE ITPCM AND THE SCUOLA SUPERIORE SANT'ANNA

**Pierdomenico Perata**

*Rector of the Scuola Superiore Sant'Anna*

The launch, 20 years ago, of the ITPCM represented for sure a unique innovation and challenge for the Scuola Superiore Sant'Anna. Located in Pisa (Tuscany), the Scuola is a public university that holds a unique position within the Italian higher education system. It is a university in its own right, offering Master's and PhD programmes, whereas the undergraduate programmes are run in conjunction with the University of Pisa. The ITPCM represented the first attempt within the Scuola to design and deliver new training courses targeting specific groups of candidates in need of specific knowledge and skills to better perform in their professional activities. The proposal submitted to the then authorities of the Scuola by Professor Andrea de Guttry (at that time Associate Professor at the University of Pisa) to create a specific training programme devoted on the one hand, to enhancing international expertise for the peaceful management of conflicts and, on the other, to contributing to the development of political, socio-economic and cultural strategies for a lasting peace, was welcomed immediately. As a matter of fact, the core ITPCM mission, consisting of providing advanced training, research and technical assistance to improve the

impact of conflict management and development actions, was immediately considered as perfectly in line and consistent with many other activities carried out by the Scuola in areas such as life sciences, management, economics, information, communication, and perception technologies as well as bio-robotics. Many complementarities and synergies have emerged so far, and several interdisciplinary projects have been launched in these two decades involving several research projects in these different scientific areas aiming at contributing new ideas and tools for the development of political, socio-economic and cultural strategies for a lasting peace.

I cannot deny that the innovative nature of the ITPCM and the kind of administrative and logistical problems they had to face to implement their mandate, provoked many headaches for the administrative offices and for the governing bodies of the Scuola Sant'Anna who were not used to facing these challenges.

Everybody here in Pisa remembers that when Professor de Guttry, requested the Scuola in 2002 to anticipate 150,000 Euros in cash to implement a set of training courses in Afghanistan in the framework of a EU project, we

all had to make our mindset flexible... to find an appropriate solution. In the end we found a solution, the courses in Kabul went very well and were appreciated by the local counterparts (they were the first courses run for the local staff of several Afghan ministries after the Talibani regime) and the EU praised the Scuola for these achievements.

The feedback from participants on the various courses designed and delivered by ITPCM, the comments sent to us by international organisations who recruited those trained by ITPCM, the placement rate of the alumni of the courses are very clear indications about the results of a prolonged commitment and of the quality of the work carried out by ITPCM. Let me add that the ITPCM also contributed to increasing the visibility of the Scuola Superiore Sant'Anna both in Italy and abroad: it has happened several times to myself and to my predecessors that during meetings with national, regional and international institutions we have received formal and public thanks and congratulations for the work carried out by ITPCM.

I am very grateful to the activities of the ITPCM because the activities they have carried out have been a precursor of the internationalisation programme



Scuola Superiore Sant'Anna's Cloister, Pisa.

which the Scuola launched years ago: the capacity of the ITPCM to attract students from all parts of the world, to interlink with so many international institutions (both intergovernmental and NGO's), to create sound connections between research activities and training activities (guaranteeing that the content of the courses always reflects the results of the most recent outcomes of research conducted inside and outside the Scuola), to create a network of very distinguished resource persons and lecturers with specific field experience

and coming from different parts of the world, have largely inspired the framing of the internationalisation policy of the Scuola Superiore Sant'Anna.

The Scuola Sant'Anna is proud of all the achievements reached in these 20 years by the ITPCM: the number of courses delivered here in Pisa and abroad, the high number of persons trained worldwide, the close relations created with many relevant international organisations and the multitude of research projects which have been developed within the ITPCM, are a

clear testimony of its vitality and of the commitment of all its staff.

We are very grateful to all of them who have been working, very often, in critical situations and under very stressful conditions, to support ongoing efforts of the international community to restore and consolidate peace in war torn countries.

In my capacity of Rector of the Scuola I wish all the best for the future of ITPCM and I confirm the full commitment of the Scuola to support it in any possible manner.

Long live the ITPCM!









# Contributions

pp. 16 - 37

# A SHORT OVERVIEW OF THE TRAINING ACTIVITIES CARRIED OUT IN THE LAST 20 YEARS

Enrica Pautasso

Ever since its establishment in 1995, the ITPCM has been targeting the training needs mainly of the **civilian, police and military personnel involved in international field operations** as officers, observers and volunteers. It promotes the research and development

of training mechanisms and it seeks to give a deeper understanding of the developing and multidimensional duties of civilian personnel for peacekeeping operations.

Over time, it has expanded its training activities and nowadays the ITPCM of-

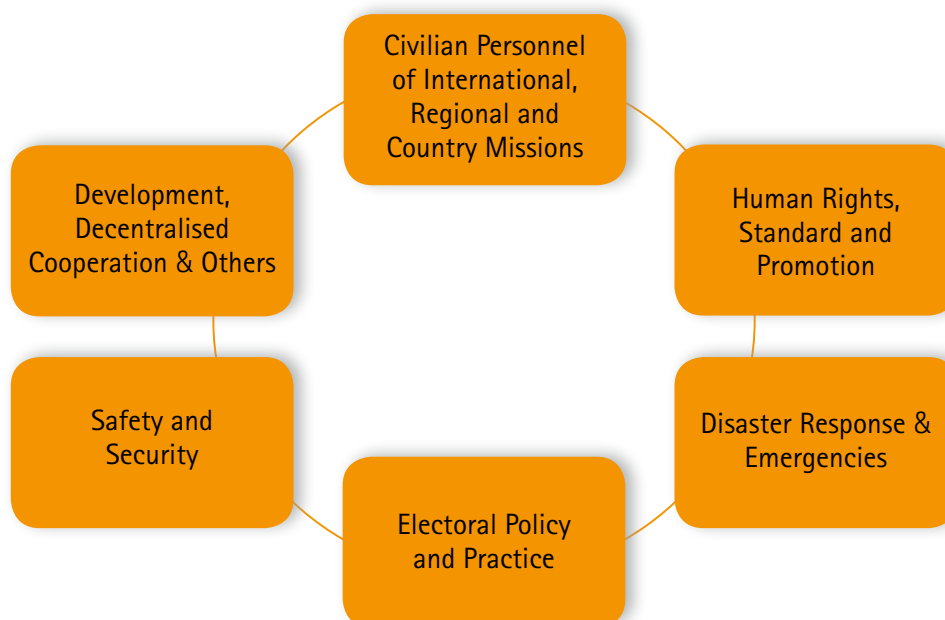
fers several training courses, which can be divided into two main categories: Moreover, as far as training and capacity building are concerned, the following six main areas can be identified:

## General training courses

- These are designed to provide a comprehensive understanding of the conceptual framework and the main tasks of international crisis management missions as well as development cooperation initiatives.

## Specific mission/task-oriented training courses

- These are focused on a particular geographical area or on performing a specific task/duty.







"Training course for short term elections observers", May 2013, "Folgore" Airborne Brigade  
Military training area, Valle Ugione, Livorno.



More in detail, the ITPCM provides several educational opportunities:

- A Master in Human Rights and Conflict Management;
- Summer/Winter and Spring Schools such as the Civilian Personnel of Peacekeeping/Building Operations, Health Systems through Conflict and Recovery, Psychosocial Interventions in Emergency Situations;
- Hostile Environment Awareness Training (HEAT);
- Courses for Human Rights Field Officers;
- European Community Civil Protection Courses;

- Election Observation Personnel (Short and Long Term Observers) Courses;
  - Training courses supporting AU efforts to improve the quality of civilian personnel working in Peace Support Operations;
  - Training activities for the EU (such as ENTRi courses);
  - Training activities on new communication techniques for international development projects;
  - Training courses on ICT for Development.
- The ITPCM designs and develops all its training courses and activities basing them on **policy-oriented research**. Each

activity is implemented in accordance with the **highest quality standards** and subjected to real-time as well as ex post **evaluation**, whose results will be used to fine-tune and re-orient its initiatives.

Our courses target different groups. These include: personnel of peacekeeping and peacebuilding operations and of political missions, aid workers, election managers & observers, humanitarian relief and civil protection personnel, local authorities, journalists, public officers, NGOs and CSOs personnel and private sector professionals.

#### General training courses

- Personnel of peacekeeping and peacebuilding operations and of political missions
- Aid workers
- Election managers & observers
- Humanitarian relief and civil defence personnel
- Local authorities
- Journalists
- Public officers
- NGO and CSO personnel
- Private sector professionals

The training courses enable participants to acquire the theoretical and technical skills and competencies needed to successfully fulfil all the

duties and challenges of international field missions. The course focus is international and the students cooperate with international organisations

and non-governmental organisations needing civilian personnel in various world regions.

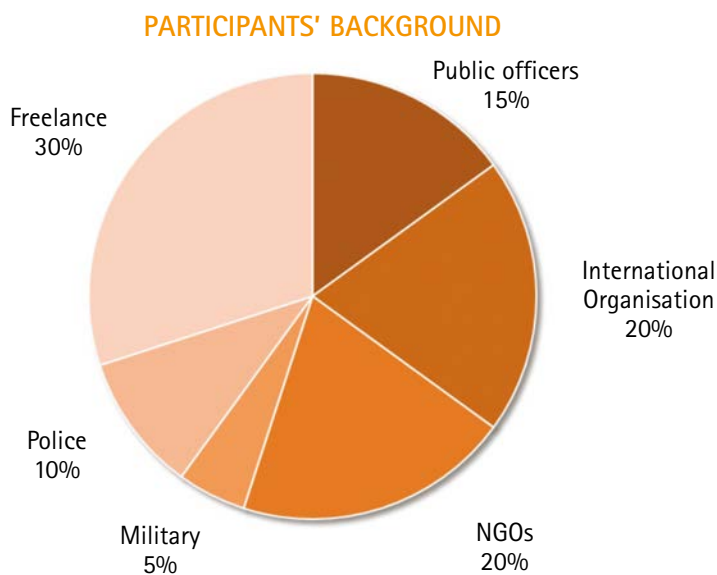
Since its establishment the ITPCM has:

Delivered more than 500 courses

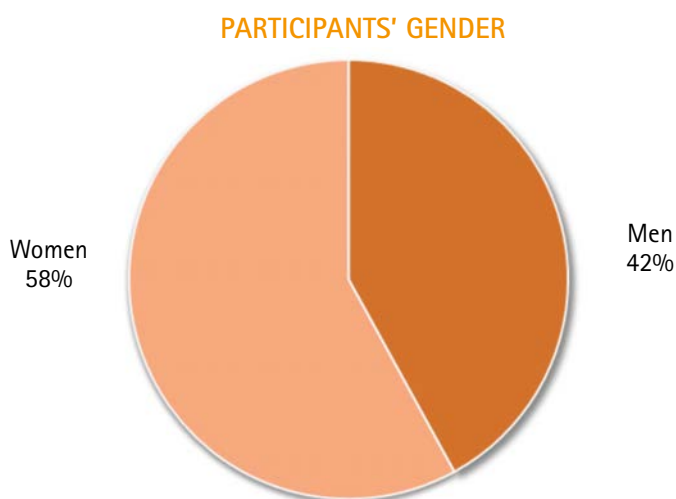
50% in Italy  
50% in foreign countries

Trained more than 9,000 people

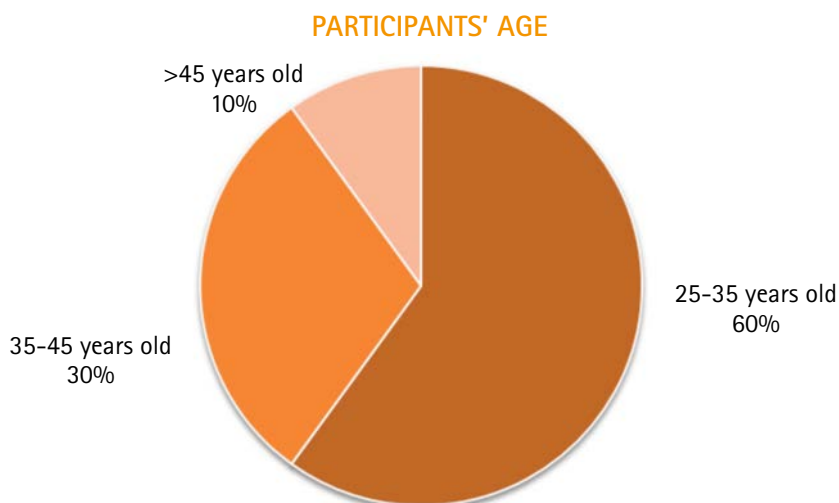
The participants of the ITPCM training courses are usually public officers, representatives of international organisations and NGOs, military, police or freelance in the following proportion:



Furthermore, for all ITPCM training offers there is great attention to gender balance and the participation of women is highly encouraged. This approach is reflected in the gender analysis of ITPCM's participants:



Then, the great majority of the participants on ITPCM training activities are between 25 and 35 years old. However, a good percentage is between 35 and 45 years old and a small percentage is older than 45 years old.





Our activities are far-reaching. We have carried out training activities across Europe as well as in many extra EU countries. A non-exhaustive list of countries where the ITPCM has operated is: Afghanistan, Belgium,

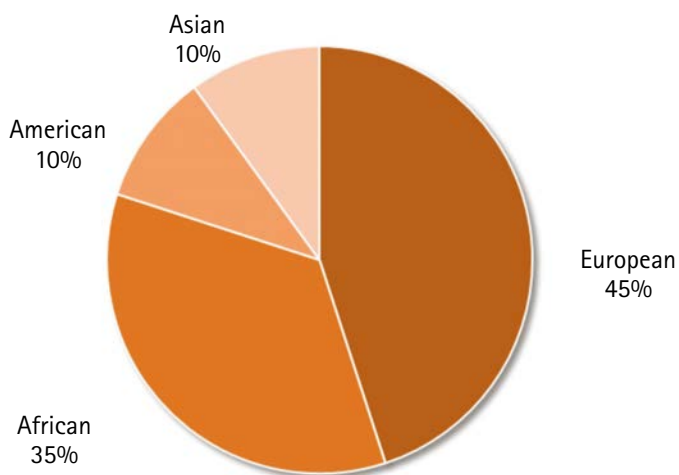
Bosnia-Herzegovina, Brazil, Burundi, Cameroon, China, Colombia, Croatia, Egypt, Ethiopia, Ghana, Guatemala, India, Jordan, Kenya, Kosovo, Palestine, Republic of Albania, Republic of Azerbaijan, Republic of Macedonia, Repu-

blic of Serbia, Romania, Rwanda, Sierra Leone, Somalia and Somaliland, Sudan, South Africa, Sri Lanka, Tanzania, Tunisia, United Kingdom, USA.



The international outreach of ITPCM training activities is well reflected in the participants' nationality. The ITPCM training courses see great participation of European and African applicants, while Asian and American participants are also present but in a smaller percentage.

**PARTICIPANTS' NATIONALITY**



## United Nations

UNDESA, UNDP, UNV, UNITAR,  
WFP, WHO, OHCHR,  
UNAMI, UNMEE, UNMIK

## European Union

European Commission,  
European Parliament

## International Organisations

OSCE/ODIHR, African Union, IOM,  
EASBRICOM, NARC, ECOWAS

## Italian Authorities and Law Enforcement Agens

Italian Ministry of Foreign Affairs and International  
Cooperation, Carabinieri Corps, "Folgore" Airborne  
Brigade, Department for Civil Protection,  
Tuscany Region, other local and regional authorities

## NGOs

National and International

## Private Sector

Our courses are tailored to the needs of national and international organisations and missions. The ITPCM has designed and delivered specific courses in cooperation with: UN, UNDESA, UNDP, UNV, UNITAR, WHO, WFP, OHCHR, UNAMI, UNMEE, UNMIK, EU, European Commission, European Parliament, OSCE/ODIHR, African Union, IOM, EASBRICOM, NARC, ECOWAS, Italian Ministry of Foreign Affairs and International Cooperation, Carabinieri Corps, "Folgore"

Airborne Brigade, Italian Department for Civil Protection, local and regional authorities, Tuscany Region, national and international NGOs and the private sector.

Furthermore, the ITPCM provides many unique training programmes in partnership with international companies, associations and organisations. The ITPCM also develops and implements customised training courses for the specific needs of firms and institutions.

In the next ten years the ITPCM will continue to improve its training offer and enlarge its geographical scope as well as its network. Great attention will be given, as usual, to the changing nature of conflicts in order to always develop and deliver training courses that are tailored to the participants' specific training needs.



# VOICES FROM THE FIELD



## Benjamin Agordzo

*Police Training & Development Coordinator,  
African Union Mission for Somalia,  
Somalia*

The programmes at Scuola Superiore Sant' Anna and ITPCM are tailored to meet the needs of conflict and post conflict environments and have equipped me with the skills and knowledge to excel on my current job as Police Training and Development Coordinator for AMISOM. I have also been equipped with presentation and facilitation skills; as well as the necessary information that has enabled me to develop a library of training materials for the Somali Police. Additionally, my capacity has been built into an International Training Expert/Facilitator on Peace Support Operation issues at KAIPTC, Accra; Federal Police Academy in Lubeck, Germany; Institute for Peace and Security Studies, University of Addis Ababa; PPC and IPSTC, Nairobi; CCCPA; China Police International Peacekeeping Training Centre, Beijing, China; Consultant for AU PSOD among others. In addition, ITPCM continues to offer field training for AMISOM personnel at CCCPA and would-be peacekeepers from around the world in Hargeisa.



## Serena Borsani

*Senior Education Manager,  
International Rescue Committee,  
Lebanon*

2008, after two years working in international development in Zambia, holding a Master's degree in Economics, I felt the need to improve my professionalism and widen my specific competences in the field of humanitarian aid.

How to choose among the variety of Master programmes available in the world? School reputation, location, professors' panel, curriculum, financial support? All of them! And Pisa won. Master of Arts in Human Rights and Conflict Management at Scuola Sant'Anna.

Probably I already had the spirit of a humanitarian worker for years. The Master programme's helped me first to understand this important point for my life. Secondly, through extremely qualified lecturers and specialists delivering a strongly field-oriented curriculum I gained practical tools, technical knowledge and a sense of professionalism.

And now here I am in Lebanon with the IRC (International Rescue Committee) ensuring access to quality education to 5,000 Syrian children always bearing in mind the "do no harm" principle.





### Francesca Citossi

*Gender and Civil Advisor,  
Nato Rapid Deployable Corps,  
Italy*

Then the morning came. THAT morning. The one I had been waiting for. Forever. Since when, in my 2nd year at university, I thought what matters most for me is International Relations. At 20 years old in my free time I was attending non-compulsory conferences, courses paid for with my own pocket money, reading reviews found after weeks of searches in every library and bookshop. It was a hot and sunny morning, I was standing in front of the Scuola. I had been heading to that against all odds: every time my CV was ignored, every interview ended with "you need experience and specific training", every time I thought I'll never breach the wall, this is the end. If I make it to the Scuola, if they accept me then I can actually do it. And no one will ever manage to downplay me.

I picked my clothes carefully, wearing linen, light blue, my favourite colour, to feel at ease. I was incredibly fearful. I stopped for a few minutes, sat on the bench close to the entrance, under the trees, breathing. I was finally there. Humanitarian update. I was a Humanitarian then. Or I could be.

What followed is easy to guess: challenging teachers, smart fellows, tons of incredibly interesting stuff to read, more research to do, how ignorant I felt! People you meet and never forget or simply lose track of, that's a Humanitarian life, that's life: you don't meet for years, when you do it's like you spoke yesterday; some of them are your friends forever, no matter what.

The next 10 years were *nema problema*, rainy season no fresh food from Nairobi for 3 weeks, egg pakora, Slobodan died (just when we managed to catch him), *shawal khomeez*, earthquake in Haiti (oh God which of my friends is there?), *Inshallah*, no shower for the next 10 days they stole again from the water tank, children shouting *kaffir* while you pass by on the road, locals asking to be hired to clean the pool I don't have, watching the beginning of the Syrian crisis from southern Lebanon, having to say to a homeless widow with three children sorry no, I cannot give you a 50-place UNICEF tent, standing alone in front of an intelligence armed officer asking him not to show up again, we are an NGO.

Since that morning I have been back to the Scuola many times, many times I asked for advice.

I thought I needed more training, I never felt ready. Truth is you're never ready, it's Murphy's law that experience is what you needed the precise moment you didn't have it. Being a Humanitarian is not a job: it's a life, a passion, the reckless search for something but you don't know what. I am still not ready for what I have done.

Never will be ready, keep digging, and search for you don't know what, where and when. You'll have to survive, and will learn who you are. You'll never learn how to live till you do it.



### Mercy Wilson Brown

*Superintendent of Police,  
Lecturer for Conflict and Crisis Management,  
Police Academy of the Police Service of Ghana,  
Ghana*

The Master has enhanced my ability to research and apply rules that empower the discharge of my duties as a Trainer for Police personnel, who as part of their own duties to protect and defend, necessarily derogate from rights of persons in both peace and emergency periods.

In preparing Cadet Officers for Conflict and Crisis management, my lessons also include the study of National laws on internal tensions, tending to emphasise International Laws relevant to their duties as persons with dual responsibilities; to Protect and Defend.

Officers are exposed to the study and application of applicable Human rights and Humanitarian laws when crisis ceases from being internal tensions, and assumes an armed conflict threshold; whether of national or international character as in the case of Nigeria–Boko Haram.

As mandated persons with Responsibility to Protect, Officers also study the ICC Statute to understand International crimes and avoid committing *jus cogens* violations.



# VOICES FROM INSTITUTIONS REGARDING OUR TRAINING ACTIVITIES



**Gianluca Bruni**

World Food Programme, Geneva, Switzerland

Whether people are fleeing conflict and war, floods washing away houses or earthquakes destroying livelihoods, the need for highly qualified humanitarian responders is ever more urgent. IT responders must be amongst the first to arrive in an emergency to set up the communication networks that are so critical for the coordination of life-saving operations.

Since 2006, IT responses to major humanitarian crises around the world have been coordinated by individuals who passed through the halls of Scuola Superiore Sant'Anna to complete IT Emergency Management Training.

Designed and delivered by the UN World Food Programme (WFP), IT Emer-

gency Management Training provides participants with the skills to coordinate large-scale IT disaster response operations, as well as prepare them for the mental, physical and security challenges often experienced on the front-line. The training covers a wide range of essential topics, including the legal framework of humanitarian operations, elements of leadership and safety and security, which are coordinated by the Institute of Law, Politics and Development (ITPCM).

Ten sessions of IT Emergency Management Training have been held at Scuola Superiore Sant'Anna since 2006, training over two hundred humanitarians from 36 different organi-

sations. In collaboration with partners, the course is continually adapted to meet the demands of the unpredictable humanitarian landscape. The 11<sup>th</sup> session will be held at Scuola Superiore Sant'Anna in 2015.

Participants have travelled from across the globe, including from Chad, Kenya, Lebanon, Afghanistan and Panama, to attend this course. Past participants of IT Emergency Management Training have gone on to lead IT operations in numerous humanitarian emergencies including Haiti, Libya, Mali, the Philippines, South Sudan, Syria and West Africa.



**AMNESTY  
INTERNATIONAL**



### Elisa de Pieri

Amnesty International, London, United Kingdom

At the headquarters of Amnesty International in London, staff rely on the work of interns on a daily basis. It would not be possible to do what we do without their invaluable and enthusiastic contribution.

In the past four years, my team, which researches and campaigns against human rights violations in Italy and other EU countries, has benefitted on three occasions from ITPCM interns. Three out of the four interns who joined us in this period have been ITPCM students, and we were delighted with all of them.

Enrico, Giovanni and Marina had a sound knowledge of international

human rights law and mechanisms, which shone through during their recruitment. They were well informed about current human rights issues. They spoke and wrote clearly and with precision.

Once in London, they fitted in very naturally in our department. At Amnesty International, accuracy and thoroughness are key. This often makes us unforgiving supervisors and colleagues, when the quality of our work is at stake. Enrico, Giovanni and Marina took this in their stride. They shared in our same work ethic. They were all hard-working, fast learners, able to understand the needs of the team

without much explaining. They did what was required, be it admin tasks or research, and took our work to heart.

We could see they were ready for proper employment. We are proud that Enrico and Giovanni moved seamlessly from our internship to rewarding human rights jobs and keep our fingers crossed for Marina, who will shortly finish her internship.

Although recruitment is highly competitive, our experience shows that ITPCM students seem to have what it takes to work with us and we look forward to receiving their applications.



### Alessandro Ponti, COOPI

Cooperazione Internazionale, Central African Republic

### Anna Frangi, COOPI

Cooperazione Internazionale, Italy

COOPI and the ITPCM have been working together since 2007.

The Master in Human Rights and Conflict Management (MAHRCM) gives strong skills to the students who attend the course and every year COOPI proposes some possibilities for internships in its projects carried out in Developing Countries across Africa, Latin America and the Middle East.

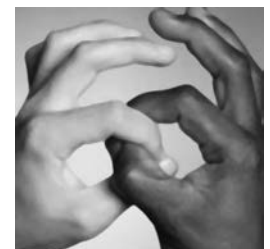
During these last years, COOPI has worked with different interns coming from the Master; they have experienced different roles in different countries, such as coordination assistant or programs assistant on projects focus-

ing especially on protection and human rights and financed by institutional donors, as for example the European Commission and the UN Agencies. As these interns had a very positive experience, COOPI decided to propose them a contract after the conclusion of their Master and thesis.

Currently, we have three expatriate employees among our staff who attended the Master a few years ago and then have become project managers and base managers, after quite a long experience as programs assistant writing project proposals, taking part in clusters on the field and monitoring

reports and projects objectives. Moreover, we also have another person doing the internship since few weeks ago.

COOPI works both in emergency and development projects, sometimes also in critical areas. All the students that had an experience with our organisation have shown great abilities in adapting to different cultures, different context and different kinds of work, as it is often necessary to have strong skills in communication, a great flexibility in terms of office hours, availability to make field visits and good stress management skills to face huge workloads.





# A BRIEF OVERVIEW OF THE RESEARCH ACTIVITIES CARRIED OUT BY ITPCM

Emanuele Sommario

As well known, the ITPCM is part of the Scuola Superiore Sant'Anna, one of Italy's most distinguished higher education and research institutions. Within the Scuola, the International Research Laboratory for Conflict Development and Global Studies was established in 2008 and later became part of the DIRPOLIS Institute (Institute of Politics, Law and Development), one of the Scuola's six research departments. Since its establishment, one of the cornerstones of the ITPCM approach to training has been to develop curricula that reflect state-of-the-art research in all fields relevant to its activities. It was therefore only natural that our Programme would draw on the wealth of academic expertise which the Scuola can boast to update and sharpen its training activities.

However, the ITPCM did more than just bank on existing knowledge as it tried – in my opinion quite successfully – to spearhead research efforts in many key areas related to the prevention, management and resolution of conflicts, and to the protection and promotion of human rights. Over

the last twenty years, conferences and workshops have been held at the Scuola on subjects ranging from international peacekeeping to human rights protection, from electoral observation to the monitoring and evaluation of development and humanitarian assistance efforts. Moreover, the courses organised in Pisa and elsewhere have been a golden opportunity for teaching and research staff to get in touch with other experts and practitioners, hence providing a perfect environment to exchange views, obtain precious feedback and get new ideas to redirect or fine-tune everyone's research efforts.

Not content with just "producing" research outputs, the ITPCM was also eager to disseminate them as widely as possible within the scientific community and beyond. Faculty members affiliated with the Programme have produced a string of books, articles and reports, many of which have appeared on important publishing outlets (including Cambridge University Press, Springer, Lexington Books). In addition, what was originally a quarterly information bulletin (the ITPCM Newsletter)

in 2011 became an edited, open access journal, the ITPCM International Commentary. The Commentary accepts contributions on any subject falling within the scope of the ITPCM's activity and represents an excellent avenue for scholars (especially younger ones) and practitioners to make a contribution to the academic and policy debate.

Different factors inspired the selection of the topics we explored. We were obviously guided by international events and developments in the areas of peace and conflict studies. Subjects such as the legal framework of disaster relief operations, the identification of effective partnerships to foster sustainable peace processes in post-conflict scenarios or the worrying phenomenon of foreign terrorist fighters required a rigorous scientific inquiry to which we were happy to contribute. Yet we were not shy in tackling old topics from new perspectives either, for instance by approaching them from the point of view of particularly important actors, as we did in our studies on the Italian and Chinese approaches to peacekeeping. Other research efforts, in turn, were carried



Photo © Paris Moni.

out in response to the needs of our partner institutions or of other actors which provided us with funding and resources. This led us, for instance, to try and identify ways and strategies to harmonise training standards for civilians deployed in field missions, or to measure the impact of decentralisation policies on development efforts in Africa.

Whichever the topic of our research, we consistently tried to develop and shape our outputs so that they could be of interest not only in academic but

in policy circles as well. Our ambition has always been not only to deliver sound and innovative research outputs, but also to assist and orient policy and decision makers by offering them a comprehensive and multi-faceted representation of the issues and phenomena that we study and they try to govern. Notwithstanding the resource constraints Italian universities currently face, we remain fully committed to producing cutting-edge scientific research that we hope will ultimately

benefit everyone engaged in promoting democracy, the rule of law, respect for human rights and human development, which we see as the key features of any sustainable strategy for conflict prevention and management.



# A BRIEF OVERVIEW OF THE MONITORING AND EVALUATION ACTIVITIES CARRIED OUT WITHIN ITPCM

**Luisa Nardi**

Former ITPCM Staff Member

An ongoing monitoring and appraisal of all its activities has been one of the characteristics of the ITPCM since its establishment. However, it was only in 2004 that the ITPCM started offering monitoring and evaluation (ME) services to external clients, at first largely related to other ongoing research and consultancy activities on decentralised cooperation issues. Thanks to the trust endowed by our clients, it quickly became clear that the ME practice area held promising perspectives to influence policies on the one hand, and to provide new inputs to ongoing research on the other.

In over 10 years and thanks to the creation of a specialized ITPCM Unit with dedicated personnel, considerable experience has been gained on the evaluation of development projects and programmes. Indeed, taking into account ex ante, interim, final and ex-post evaluations, as of today the Unit has carried out evaluations of more than 1,000 projects whose total value is roughly 150 million Euros. A great deal of these projects have been evaluated under the aegis of the Tuscany Region. The projects and programmes

evaluated so far have spanned across a broad number of sectors, including, but not limited to, productive, social and vocational initiatives aiming to improve access to water and sanitation, to advance human rights, to provide humanitarian relief, to strengthen urban planning and so on. The actors targeted by the initiatives evaluated have also been numerous: farmers, herders, doctors, pupils, teachers, the disabled, women, indigenous peoples, migrants, local authorities and many, many more.

Likewise, the projects and programmes evaluated differed in magnitude and were financed by different donors such as the Italian Ministry of Foreign Affairs, UNDP, the European Union, private foundations, business actors and regional and local authorities. So far, several evaluation field missions have been undertaken in a number of countries, including Albania, Bosnia and Herzegovina, Brazil, Croatia, Eritrea, Lebanon, Macedonia, Nicaragua, Peru, Central African Republic, Senegal, Serbia and South Africa.

Having said that, some examples of the activities carried out by the Unit

are provided in the following paragraphs, and can offer the reader a taste of its breadth and span, while a few additional words should be spent on the methodology followed.

The Unit strives to combine methodological rigor and clarity of the evaluation process. The working practice of the Evaluation Unit adopts the OECD-DAC internationally agreed principles for the evaluation of development initiatives, i.e. relevance, efficiency, effectiveness, sustainability and impact.

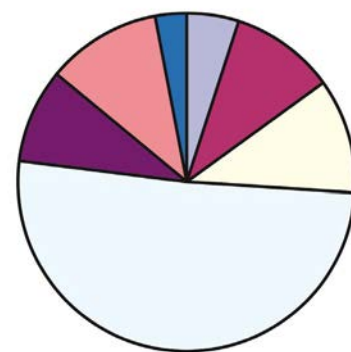
Assessments are conducted using quasi-experimental and non-experimental methodologies. In order to understand the level of success of development initiatives, the evaluation method makes use of Project Cycle Management and of its main tool, the Logical Framework, as well as other techniques, such as the Theory of Change.

The methodology used by the Evaluation Unit aims to support the learning process of their clients in understanding projects' strengths and weaknesses, in order to identify lessons learned and best practices of their interventions. This process is particularly useful for donors and organisations

EVALUATED PROJECTS BY SECTOR

Environmental protection	5
Infrastructures (inc. WASH)	10
Good governance	11
Economic Development	51
Health	9
Human Rights and Social Inclusion	11
Education and VET	3
Total	100

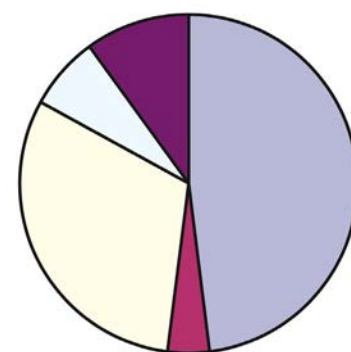
- Environmental protection
- Infrastructures (inc. WASH)
- Good governance
- Economic Development
- Health
- Human Rights and Social Inclusion
- Education and VET



EVALUATED PROJECTS BY GEOGRAPHIC AREA

Latin America	48
Asia	4
Sub Saharan Africa	31
Eastern Europe	7
Middle East and Northern Africa	10
Total	100

- Latin America
- Eastern Europe
- Asia
- Latin America
- Middle East and Northern Africa
- Sub Saharan Africa



that want to answer more adequately to the challenges of complex contexts and to undertake a process of reflection on their work as a tool to improve their future strategies of intervention. Therefore, the elected approach for the bulk of the final evaluations undertaken by the Unit has been a formative, rather than a summative, one.

Furthermore, in conducting its evaluations the Unit always complements quantitative data with qualitative ones, through case studies, or just by conducting a high number of open-ended and semi-structured interviews with actors, stakeholders, and beneficiaries. Indeed, as widely recognised in the evaluation field, qualitative data are "rich data"– meaning that they provide a much clearer picture as to why certain activities worked or did not work – while being considerably more taxing to collect and challenging to analyse than purely quantitative

or quali-quantitative data obtained through, for example, a sample survey. This explains why, in spite of their stated merits, qualitative data are quite rare in most evaluation reports. As for the ITPCM work, on the contrary, qualitative data is considered essential and work modalities have consequently been adapted by having, for example, a team of at least two people conducting interviews and field observations so as to prevent individual bias and loss of information.

As for the rest of the ITPCM, research is an essential component of the Unit's work, partly oriented towards exploring the various themes and issues addressed by the projects under evaluation, and partly towards further analyzing evaluation methodologies and evaluation findings. Within this framework, it should be mentioned that the resulting academic work was, for instance, presented during the annual

conference of the prestigious American Evaluation Association. Also in recognition of the ITPCM commitment and leadership in this field, a member of the Unit was asked to co-chair the first ever session on development cooperation of the Italian Evaluation Association.

So as to complement what has been done until now and in line with the ITPCM mission and identity, one of the Unit's future challenges will be to organize high-level training on development evaluation currently in the pipeline.





Photo © Paris Moni.



# A GENERAL OVERVIEW OF THE CONSULTANCY ACTIVITIES CARRIED OUT BY ITPCM

Annalisa Creta

Solid, evidence-based analysis and research provides the foundation for sound advice, which in turn translates into appropriate strategies and policies for the recipient institutions, organisations and/or bodies. Through its analytical and policy advisory services and consultancies, the ITPCM has been providing various clients with tools to shape strategies, policies and programmes.

Technical advice and consultancy services provided focus on a diversified array of fields. The principal areas relate to training-related matters such as learning needs assessment training curricula design; training course design and implementation; organisational and logistics support for election observation missions; drafting of mission-specific training and briefing material; project monitoring and evaluation; head hunting, through its wide network of professionals and experts.

Its flexible structure and wide network allow the ITPCM to deploy in the field at short notice a mobile unit able to respond to emergency training/evaluation needs.

However, advisory services also concentrate on policy inputs for specific topics or aspects. The Scuola has highly skilled research staff providing quality services to governmental and

non-governmental bodies and actors, at the international, regional and national level, on a wide array of topics in its areas of expertise.

Personnel with specific expertise has regularly been involved in the provision of inputs on training related matters within CIVCOM and other bodies at the EU level by the Italian MFA. The latter has, on several occasions, requested the Scuola to provide advisory services in specific areas. As a snapshot of consultancy services provided, it is worth mentioning as illustrative examples:

(a) The "Guidelines on Cultural Heritage and Development", a specification of the priorities of Italian Cooperation in the area of cultural heritage that aims at integrating in a coherent and logical way the Guidelines and Programmatic Instructions for the years 2010–2012 of Italian Cooperation. The Italian MFA requested the cooperation of the Scuola Superiore Sant'Anna in the drafting phase of such Guidelines. The Scuola prepared the initial draft of the Strategy and Guidelines and conducted a series of consultations with "privileged experts" and other relevant stakeholders in order to make sure that the document was the result

of a consultative process with the involvement of all those actors dealing with the promotion and protection of cultural heritage in a development perspective.

(b) The consulting services to ECOWAS-DES-PADS in 2004–2006 which consisted of the carrying out of a Training Needs Assessment for the Economic Community of West African States Headquarters, Abuja, Nigeria, in February 2004. The mission aimed at ascertaining the training needs of the Office of the Deputy Executive Secretary of Political Affairs, Defence and Security (DES-PADS) and produced a detailed Report presenting a Four-Element Training Strategy tailor-made for the training needs of ECOWAS-DES-PAD.

Our strong international orientation, the strict correlation between applied research and activities carried out, rigorous quality control and evaluation of all our interventions and the strong skills and expertise of our team make our services sound and solid. A must in all the activities carried out is that they respond to the concrete and effective needs of our clients and that they respect the principles of respect for local ownership and do no harm.

# A GENERAL OVERVIEW OF THE INTERNATIONAL EVENTS ORGANISED BY ITPCM

Annalisa Creta

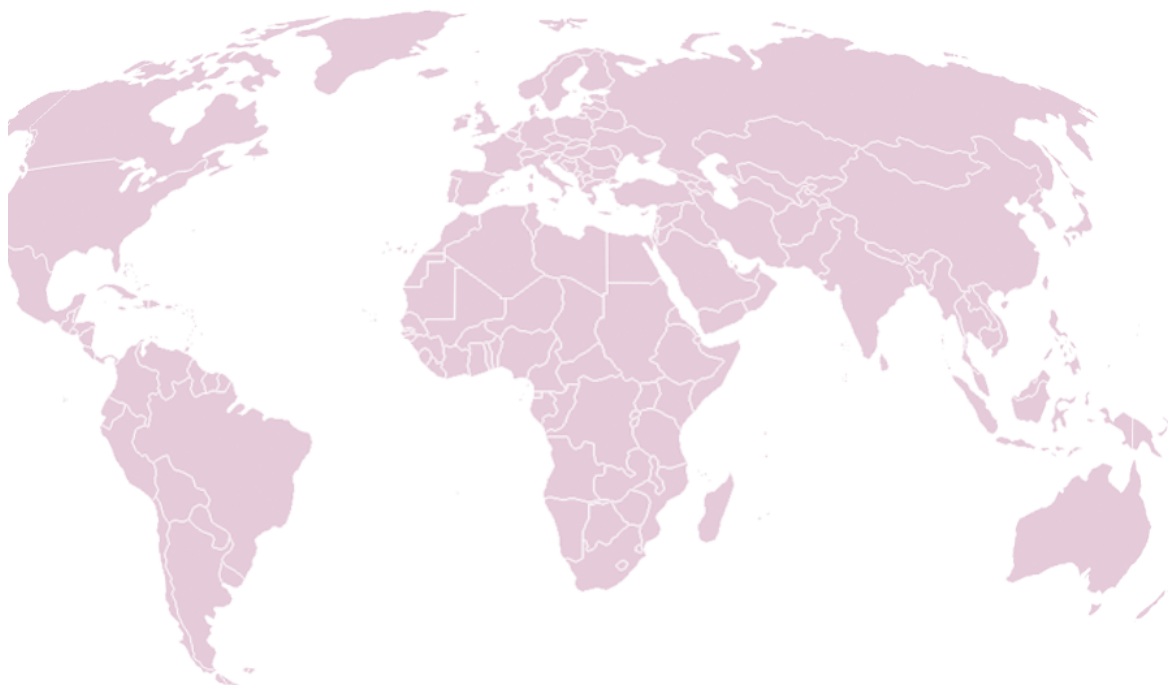
Due to its international nature, education of excellence and scientific community, the Scuola Superiore Sant'Anna constitutes a conducive environment for stimulating newsworthy debate, generating cutting-edge research and experimenting innovative paths in research and education. The courses we organise, both academic and training related, have led to the creation of a vibrant and varied community of thinkers, academics and practitioners that generates unique content and hosts events, seminars and debates throughout the year both in Pisa and elsewhere in the world.

The ITPCM provides the right spaces

and appropriate formats for debates and exchanges, bringing together relevant actors and stakeholders and contributing to ongoing conceptual developments. We have organised conferences, high-level seminars, workshops and other events on issues related to our core mission for reflecting on various aspects of crisis management and we have contributed to events organised by others through substantive research, input and practices. We are a member of numerous international networks – some of which are presented in detail in section 6 – and closely cooperate with partners, nationally and internationally.

It is noteworthy to recall in this regard the international conference on *China and Italy's participation in peacekeeping operations* or the high level seminar on training within the *EU-UN Partnerships in Crisis Management and Peace Operations: Best Practices and Next Steps* to which a dedicated paragraph is devoted below. But it is also important to mention briefly here the policy debates, experts' seminars and brainstorming organised with partners to advance discussions and deliberations on key issues.

The Scuola has contributed to further the debate on the harmonisation of training standards in peacekeeping



by co-organising specific international events on this topic. Among others:

1. Workshop on "Development of a framework methodology for training delivery in Civilian Crisis Management", held in Berlin on 8<sup>th</sup>-9<sup>th</sup> November 2010, in cooperation with the Zentrum für Internationale Friedenseinsätze (ZIF).
2. Workshop on "Harmonisation of ASF training and the role of APSTA - with special consideration of POC training in Africa", in Dar Es Salam – TANZANIA on 16<sup>th</sup>-17<sup>th</sup> April 2011 in cooperation with APSTA (African Peace Support Trainers Association) and the Austrian Study Center for Peace and Conflict Resolution.

In the same area, we have also run thematic sessions within seminars organised by partners on broader issues such as:

- Thematic session on harmonisation of training curricula of civil-

ian personnel of PSOs within the "Training & Rostering Community Roundtable on the UN Review of Civilian Capacities" organised by NUPI (Norwegian Institute of International Affairs) in Addis Ababa, in cooperation with AU-PBSO on 29<sup>th</sup>-30<sup>th</sup> June 2010.

- Thematic session on harmonisation of training curricula of civilian personnel of PSOs within the workshop "MOBILIZING CIVILIAN CAPACITY Training & Rostering Community Consultation on the Report of the Independent Review of Civilian Capacity in the Aftermath of Conflict", New York, 14<sup>th</sup>-15<sup>th</sup> June 2011.

Through funds of the Italian Ministry of Foreign Affairs we supported financially and scientifically the organisation of the *African Training Needs and Capabilities Workshop* in Addis Ababa (5<sup>th</sup>-6<sup>th</sup> March, 2009) and the activities that were instrumental to the workshop itself, namely a joint desk study

comprising an analysis of African training needs and capabilities as well as a mapping exercise of existing support programmes in order to create an inventory of all those efforts contributing, directly or indirectly, to the operationalisation of the military, civilian and police components of the ASF and to identify possible gaps. This event paved the way for the creation of an AU-EU Working Group that conducted a subsequent field mapping exercise of the training capacities and capabilities of the various RECs; such mapping constituted the base for devoting specific EU funding to build up and develop the training capacities of African Training centres working within the ASF framework.

These and other events not mentioned here, contributed to advance research, to provide policy input to ongoing debates in various forums, to foster the building of capacities. We will continue to work to make meaningful contributions in the same direction.

"Afghanistan Parliamentary Elections 2005: Pre-Mission Training For EU-EOM Personnel", June 2005, Sala delle conferenze, Museo del Duomo, Piazza dei Miracoli.





# A BRIEF OVERVIEW OF ITPCM INTERNATIONAL PARTNERSHIPS

Francesca Vietti



"Folgore" Airborne Brigade Military training area, June 2005, Valle Ugione, Livorno.

Since its foundation, the ITPCM has been actively involved in key partnerships and projects both at European and at international level.

The Scuola was among the founding members of the International Association of Peacekeeping Training Centres (IAPTC) and of the European Association of Peacekeeping Training Centres (EAPTC). Established in 1995, the IAPTC has the objective of contributing to more effective peace operations. It

promotes increased understanding of the objectives and methods employed in different kinds of training for peace operations and it shares well-tested practices in order to avoid problems already experienced by others. It further provides information and offers services to those countries lacking peacekeeping training centres. The IAPTC promotes the exchange of information between international organisations, peacekeeping centres, institutions and

universities in order to lead to further specialisation, sharing of responsibilities as well as to minimise the duplication of efforts. In 1996, the Scuola hosted the second annual meeting of the Association and has been following its work since then, participating at almost all its yearly meetings. In 2011, the ITPCM went back to exercising an active role within the Association: indeed that year in Carlisle, USA, the Scuola made a presentation on Har-

"Training Course on Gender, International Humanitarian Law (IHL) and Human Rights (HR) in Peacekeeping and Peacebuilding", Cairo Regional Center for Training on Conflict Resolution and Peacekeeping in Africa, December 2013.



monised Training Standards; it was appointed as Civilian Chair for the next year's conference in Helsinki, Finland, with Professor Andrea de Guttry playing that role. In 2013, in Bangladesh, the Scuola made a keynote presentation on Standardisation, Harmonisation, Synchronisation of Training and chaired a thematic discussion working group.

The European Association of Peacekeeping Training Centres (EAPTC), the regional branch of the IAPTC, was established in March 2013 as a result of a meeting hosted by the German Federal Police Academy in Lubeck, Germany.

The EAPTC is an open and voluntary association of European centres, institutions, officials, programmes and networks dealing with research, training and education in the area of crisis management and peace operations. It has the objective of contributing to effectively training individuals, groups and organisations engaged in planning and conducting peace and crisis response operations, through cooperative dialogue and actions. The EAPTC promotes a comprehensive approach to peace operations and it fosters training cooperation and coordination at European and international level. It already held two meetings, the second hosted by DCSF-ISSAT and Swissint in Stans, Switzerland, and the third will take place next April in Vienna, hosted by AUTINT.

The Scuola is also a member of "Europe's New Training initiative for Civilian Crisis Management" (ENTRi), an unprecedented capacity-building programme established in early 2011. ENTRi provides civilians who are either already working in or are headed to crisis management missions worldwide with key capabilities to fulfil their mandate adequately and efficiently, being well-prepared personnel key to ensure efficient civilian crisis management and stabilisation-type missions. They include those of the European Union (EU), United Nations (UN), Organisation for Security and Cooperation in Europe (OSCE) and African Union (AU). ENTRi is funded by the European Commission (80%) and is co-funded by 13 implementing partners, each from a different European Union Member State, led by the Centre for International Peace Operations (ZIF) in Berlin. Candidates undergo a rigorous selection process, consistently with the principle of equal opportunity and regardless of financial capacity, to ensure that only qualified participants attend the courses. So far, 846 individuals of 68 different nationalities have been trained in the framework of 41 ENTRi courses. A key feature of ENTRi courses is the flexibility to react to changing crisis management environments. Ongoing needs assessments and cooperation with seconding and recruiting organisations, both in the European Union and in the

field, enable the ENTRi institutions to adapt the design and the delivery of the training courses in order to ensure a demand-based approach and to meet changing training needs. ENTRi envisages pre-deployment, specialisation training courses as well as Hostile Environment Awareness Training (HEAT) courses.

As to other key partnerships in the field of training, the ITPCM has cooperated, since 2013, with the China Police Peacekeeping Training Centre (PPTC) set in Lanfang, Hebei province, about an hour's distance from Beijing. The PPTC is the only Centre in China with the institutional mandate to train Chinese peacekeeping police officers. In this framework, the ITPCM carries out a 20-hour training course on the legal framework of peacekeeping operations. This results key as China is the largest contributor of personnel to the United Nations peacekeeping mission. Since 2000, about 2,032 Chinese peacekeeping police officers have been sent to eight countries and regions including Kosovo, Afghanistan, Haiti, Sudan and Liberia.

In addition, the Scuola is a member of the NIFOPE Network: the Italian Network Training Peacekeeping and Emergencies (NIFOPE). This is a network for horizontal coordination among centres and institutions involved in the training of personnel for civilian crisis missions.

# CONCLUDING REMARKS

Andrea de Guttry

The aim of this publication is that of presenting a snapshot of the manifold activities carried out in the framework of ITPCM since its foundation in 1995. One aspect that emerges pretty clearly is the strenuous effort to make sure that there is a close link between training and consultancy services delivered and the research activities carried out. This has been and will remain a key pillar in the next phase of ITPCM. We consider ourselves a learning institution and we are fully committed to reflecting this attitude in all our capacity building / development initiatives. We continue to be fully committed, as well, to continuously improving our quality performance, in compliance with our Total Quality Policy. We are proud to be among the very few centers worldwide delivering Training activities for international field operations which have been certified according to the UNI EN ISO 9001: 2008 standards.

I am very grateful to all those who contributed to drafting the various Chapters of this publication as well as to those who have accepted to write short comments on their experience in interacting with the ITPCM: I am personally convinced that all these contributions present a very good picture of the multifaceted activities delivered in these 20 years.

I am indebted to all those who contributed to achieving all these results: let me start by expressing my most sincere thanks, first of all, to all the participants to our training courses and Masters: we really appreciate that so many persons worldwide decided to spend some of their time and very often some of their financial resources to attend our training activities. We feel honoured to have been able to serve so many persons and we really hope that the training they have attended has been useful, relevant and contributed to their professional career development. But most of all, we hope that their enhanced skills and knowledge have contributed to increasing the quality and effectiveness of the international missions/operations in which they have been deployed and, foremost, that all this has contributed to improving the situation of the persons affected by the crisis in the area of deployment.

Thanks as well to all those institutions/agencies and organisations that have cooperated with us, requiring our training courses/services, hosting /recruiting our students, providing us with important suggestions about the content and articulation of our courses, research, and activities to make them always relevant and up to

date. Among all of them I would like to mention the UN and all its Agencies, Programmes and Funds and especially WFP, IOM, the EU, the OSCE, the Italian Ministry of Foreign Affairs, the Tuscany Region, many NGOs, such as Oxfam Italy, COOPI, MSF and Amnesty International.

We are especially grateful as well to all our resource persons, lecturers, tutors and researchers who have assisted us throughout these decades providing a sophisticated support which has been extremely appreciated by all the beneficiaries of the training courses and of our other activities.

We did enjoy and benefit very much as well from our close cooperation with like minded centres and institutes, in Europe and elsewhere, individually or through the various network which we contributed to creating: such as IAPTC, EATC, EGT, ENTRI, NIFOPE, etc. The cooperation with all of them has been extremely useful and enriching and our constant attempt to promote the standardisation of the training content as well as the certification of standardised training activities has proven to be possible thanks to the cooperation of all our like minded partners.

During these years we have benefited enormously of the cooperation of several partners in Italy. The "Folgore"





"Training course: Working in Hostile Environment", July 2005, Aula Magna,  
Scuola Superiore Sant'Anna, Pisa.

Airborne Brigade, the 2<sup>nd</sup> Mobile Brigade of the Carabinieri Corps and especially the Tuscania Regiment, the CoESPU: their support in realising many of the modules and courses we have run in these 20 years has been of essential importance and all the participants really enjoyed and appreciated the quality of their contribution, based on a significant field experience in the most difficult environments worldwide, and the extraordinary personal commitment of all their staff.

A special and warm thanks to the

Scuola Superiore Sant'Anna, all its authorities and staff: when we stated our activities, in 1995, we were aware that we were bringing new and complicated administrative and logistical problems to their daily work: we have to acknowledge that we have always been able to count on their patience, understanding and cooperative approach to find practicable solutions, even when facing very uncommon problems...

Finally allow me to express my personal thanks to all the staff members, past and present, of ITPCM: I can only

repeat, once more, that the success of the ITPCM in these two decades as a whole has been possible only thanks to their invaluable work, professional dedication and personal commitment. I am indebted to all of them.

# Next Events & Trainings

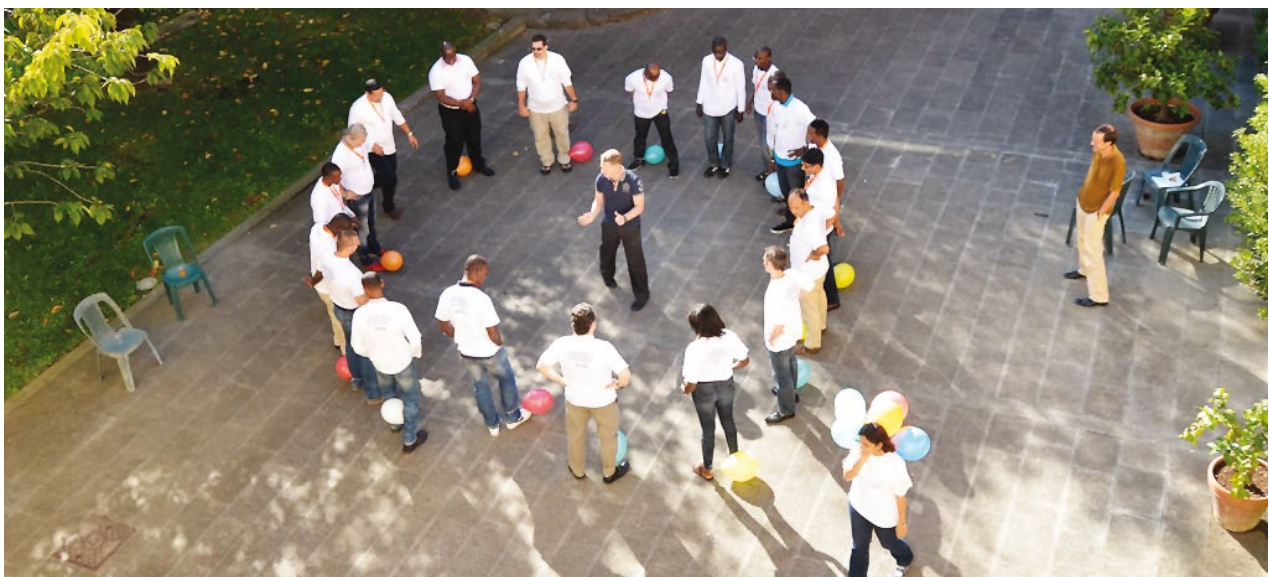


For complete info about trainings, research & on going projects  
please refer to [www.itpcm.dirpolis.sssup.it](http://www.itpcm.dirpolis.sssup.it)

Trainings/Education	When	Where	Application Deadline	Info & Contacts
The Master of Arts in Human Rights and Conflict Management	from January 2015	Pisa Italy		<a href="http://www.humanrights.sssup.it">www.humanrights.sssup.it</a> <a href="mailto:humanrights@sssup.it">humanrights@sssup.it</a>
Hostile Environment Awareness Training Course	II-2015: May 4-8, 2015 HEAT Course III-2015: October 5-9, 2015 HEAT Course IV-2015: November 9-13, 2015	Leghorn Italy	(a) by April 13, 2015 for the Heat Course II-2015 at <a href="http://www.sssup.it/heat2015-II/application">www.sssup.it/heat2015-II/application</a> (b) by September 14, 2015 for the Heat Course III-2015 at <a href="http://www.sssup.it/heat2015-III/application">www.sssup.it/heat2015-III/application</a> (c) by October 19, 2015 for the Heat Course IV-2015 at <a href="http://www.sssup.it/heat2015-IV/application">www.sssup.it/heat2015-IV/application</a>	<a href="http://www.itpcm.sssup.it">www.itpcm.sssup.it</a> <a href="mailto:heat@sssup.it">heat@sssup.it</a>
Introduzione al Diritto dell'arte e dei Beni Culturali	April 16-17-18 2015	Pisa Italy	April 8, 2015	<a href="http://www.itpcm.sssup.it">www.itpcm.sssup.it</a> <a href="mailto:f.faldella@sssup.it">f.faldella@sssup.it</a>
Health systems through conflict and recovery	April 13 – 24, 2015	Pisa Italy	March 19, 2015 (EXPIRED)	<a href="http://www.itpcm.sssup.it">www.itpcm.sssup.it</a> <a href="mailto:hscr@sssup.it">hscr@sssup.it</a>
Euroservatori – STOs Training	April 20 – 24, 2015	Pisa Italy	March 2, 2015 (EXPIRED)	<a href="http://www.itpcm.sssup.it">www.itpcm.sssup.it</a> <a href="mailto:euroservatori@sssup.it">euroservatori@sssup.it</a>
Corso avanzato di Diritto dell'Arte e dei Beni Culturali	May 7-8-9, 2015	Pisa Italy	April 16, 2015	<a href="http://www.itpcm.sssup.it">www.itpcm.sssup.it</a> <a href="mailto:f.faldella@sssup.it">f.faldella@sssup.it</a>
Training program on civilian peacebuilding capacity (Third Edition)	June 22 – 26, 2015	Johannesburg, South Africa	May 29, 2015	Application available at: <a href="http://www.sssup.it/ist_context_elenco.jsp?ID_LINK=12902&amp;tid_context=53761&amp;page=12&amp;area=46">http://www.sssup.it/ist_context_elenco.jsp?ID_LINK=12902&amp;tid_context=53761&amp;page=12&amp;area=46</a>  Application must be sent to: Dr. Mulanda Juma <a href="mailto:m.juma@staugustine.ac.za">m.juma@staugustine.ac.za</a>
The Civilian personnel of peacekeeping & peacebuilding operations & of political missions	June 29 – July 10, 2015	Pisa Italy	May 4, 2015	<a href="http://www.itpcm.sssup.it">www.itpcm.sssup.it</a> <a href="mailto:itpcm@sssup.it">itpcm@sssup.it</a>



Trainings/Education	When	Where	Application Deadline	Info & Contacts
World Food Programme: IT Emergency Preparedness Response Training	July 13 – 24, 2015	Pisa Italy	Not open for applications	<a href="http://www.itpcm.sssup.it">www.itpcm.sssup.it</a> <a href="mailto:itpcm@sssup.it">itpcm@sssup.it</a>
Training Course for Field Officers Working on Human Rights	July 2 – 10, 2015	Pisa Italy	May 08, 2015	<a href="http://www.itpcm.sssup.it">www.itpcm.sssup.it</a> <a href="http://www.entriforcem.eu/ma.bartolini@sssup.it">http://www.entriforcem.eu/ ma.bartolini@sssup.it</a>
Civilian Peace Support Operations	31 August – 4 September, 2015	Yaoundé – Camerun	July 15, 2015	Application available at: <a href="http://www.sssup.it/ist_context_elenco.jsp?ID_LINK=12902&amp;tid_context=53759&amp;page=11&amp;area=46">http://www.sssup.it/ist_context_elen co.jsp?ID_LINK=12902&amp;tid_ context=53759&amp;page=11&amp;area=46</a> Applicants are required to complete an application form and email to: <a href="mailto:fpeaces@gmail.com">fpeaces@gmail.com</a> or <a href="mailto:psa_training@yahoo.com">psa_training@yahoo.com</a>
Training course on the use of international human rights procedures for the promotion and protection of human rights in Africa	7-11, September 2015	Banjul, The Gambia	July 15, 2015	Application available at: <a href="http://www.sssup.it/ist_context_elenco.jsp?ID_LINK=12902&amp;tid_context=55502&amp;page=15&amp;area=46">http://www.sssup.it/ist_context_elen co.jsp?ID_LINK=12902&amp;tid_ context=55502&amp;page=15&amp;area=46</a> Interested applicants should apply by email only to: <a href="mailto:admin@acdhrs.org">admin@acdhrs.org</a>



2011, World Food Programme:  
IT Emergency Management Training



**Scuola Superiore  
Sant'Anna**

di Studi Universitari e di Perfezionamento



# The ITPCM

## Staff members & Contacts

### Director

Prof. Andrea de Guttry  
deguttry@sssup.it

### Peace Keeping Branch

Rossella Altamura  
Project Officer  
ro.altamura@sssup.it

Matteo Bartolini  
Project Officer  
ma.bartolini@sssup.it

Annalisa Creta  
Research Fellow  
a.creta@sssup.it

Emanuele Sommario  
Assistant Professor  
esommar@sssup.it

### International Disasters Response Branch

Matteo Bonfanti  
Research Fellow  
m.bonfanti@sssup.it

Francesca Capone  
Research Fellow  
f.capone@sssup.it

Enrica Pautasso  
Project Manager  
e.pautasso@sssup.it

Francesca Vietti  
Research Fellow  
f.vietti@sssup.it

### Decentralised Cooperation Branch

Annarosa Mezzasalma  
Project Officer  
a.mezzasalma@sssup.it

### Address

Via Cardinale Maffi, 27  
56127 Pisa - ITALY  
tel: +39 050 882685  
fax: +39 050 882665



**International Training Programme  
for Conflict Management  
1995-2015, 20th Anniversary**

[itpcm@sssup.it](mailto:itpcm@sssup.it) - [www.itpcm.sssup.it](http://www.itpcm.sssup.it)



1995/2015  
**20th**  
Anniversary  
ITPCM