Report of activities and achievements with focus on the annual exercise and high level event of June 2017, in Berlin.

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Visit: https://www.common-effort.org
COMMON EFFORT REPORT 2017

FOREWORD

When we look back at this year’s Common Effort Exercise and High Level Event, a number of new accomplishments and highlights seem to stand out and define them. We have discussed the overarching theme of trust in the context of the complex circumstances in Iraq. We have worked intensively together, debated our viewpoints and learned a lot from each other.

For the Common Effort Community in 2017, which has received 14 new signatories, this year’s exercise has been a great success. I can see some new development of Common Effort. A growing community strengthens the realization of our vision – to deepen the Comprehensive Approach. In fact, the Common Effort Community, initiated in 2015, is developing into a platform for analysing complex conditions of safety and security, sharing operational practice, and developing concepts for action.

The focus on real issues and efforts provides a strong capital of the Community and may provide future operational opportunities.

This report summarizes and reflects upon the activities and achievements of Common Effort in 2017 by highlighting our main activities throughout the year followed by an overview regarding the Common Effort exercise and the high level event in Berlin from 29 May until 1 June 2017. A clear focus lies on the content that was discussed during the exercise among the six theme groups in which for instance the humanitarian situation in Iraq and security and civil-military cooperation were focal topics. We also evaluated the exercise to help improve the value of exercises year by year. The reflections on the processes and the lessons we can learn from this are shown in the last section before portraying our community statement and member organizations.

Let us not forget that we need to constantly build mutual understanding of the different perspectives, approaches, and policies represented by the participating organizations, which may lead to better interactions and cooperation in preparing for a mission and/or when one meets in the field.

Together Strong!

Lt Gen Michiel van der Laan
(Commander 1 German/Netherlands Corps)
ACTIVITIES AND HIGHLIGHTS 2017

COMMON EFFORT COMMUNITY BI-NATIONAL GENERAL COORDINATION GROUP
Sept 2016 – May 2017, Münster
In monthly meetings at 1GNC-HQ in Münster representatives of 1GNC, Haus Rissen, TNO, and NLD Ministry of Foreign Affairs (or represented by TNO) discuss, develop, plan, and evaluate the (future) activities of Common Effort. These meetings aim to integrate the strategic and operational directions coming from consultations of diverse parties from the Community, and other stakeholders.

DUTCH COMMON EFFORT COMMUNITY MEETINGS
The Dutch side of the Common Effort Community gathers regularly in The Hague to prepare for the annual exercise. Participants come from Dutch NGOs, thinktanks and the Dutch ministries of Foreign Affairs, Justice and Security, and Defence. These meetings aim to actively involve Dutch Community members, providing a platform to share common interests and provide guidance and support for the development of Common Effort activities.

KNOWLEDGE DEVELOPMENT & ASSESSMENT WORKSHOP
25 – 26 January 2017, Münster
A lesson-learned from 2016 was the need for an earlier definition of the suitable theme group topics and exercise objectives. In January 2017, a small group of experts from the Common Effort Community gathered to study the scenario, based on the current situation in Iraq, and define the themes for the groups and the development process at the Common Effort Exercise in June 2017. As a result, six themes were defined and detailed, with objective outcomes, and the process how to achieve that objective.

FACILITATOR MEETING & 1GNC ACADEMICS
10 May 2017, Münster
All six facilitators for the theme groups of the exercise gathered at the Headquarter of 1GNC in Münster. The purpose of this final meeting was to achieve an equal level of preparation and to exchange all working plans among the facilitators of the six theme groups. Each facilitator prepared a short briefing on the topics and concepts they would like to address within their theme group during the exercise. On the same day, all military staff of 1GNC was briefed during internal academics on the upcoming exercise in Berlin.

COMMON EFFORT EXERCISE & HIGH LEVEL EVENT
29 May – 2 June 2017, Berlin
The Common Effort Exercise 2017 took place in the Estrel Hotel in Berlin. Representatives from Humanitarian, Relief and Development Organizations, the military, German and Dutch ministries, and also local experts from Iraq participated in the exercise to exchange their expertise and experiences and discuss the themes of the exercise. In a High Level Event, hosted by the German Federal Ministry for Economic Cooperation and Development, results from the exercise were presented and high level speakers presented their perspectives. During the official ceremony, 14 new organisations signed the Common Effort Community Statement.

A detailed account of exercise and high level event will be given in the following pages.
The Common Effort Community gathered for their annual inter-organizational exercise and High Level Event (HLE) 29 May - 2 July 2017, in Berlin, Germany. In total 126 participants from 79 organizations (ministries and civil or military organizations), mainly from Germany and The Netherlands, participated in the exercise and attended the HLE.

CENTRAL THEME 2017
The central theme of the 2017 gathering was: “Building trust for stability in Iraq.” In line with our approach to address today’s challenges in international crisis situations, Iraq was the focal area. The main objective of the gathering was to build mutual understanding of the different perspectives, approaches, and policies represented by the participating organizations, using the concrete context of the complexity of (in)stability in Iraq.

The idea behind Common Effort is to stimulate diverse interaction and sharing of knowledge between governmental, non-governmental, civil society, and military organizations. Such a context contributes to identifying areas of cooperation between participating organizations, building personal networks and individual learning to achieve structural improvements in future operational interactions - promoting a whole-of-society involvement in complex situations.

INTENSIVE INTERACTION, RICH PRESENTATIONS
During the 2.5-day exercise (Tuesday–Thursday morning) participants discussed the conditions for building trust in Iraq in six theme groups in successive sessions. The theme groups addressed, respectively: Reconciliation, Security and Civil Military Cooperation; Development and Basic Services, Governance including SSR and Transparency; Humanitarian Situation and Relief, and Regional actors influencing Iraq. Results of these discussions were presented in a plenary session. Around these sessions expert presentations provided specific insights on Iraq.

The High Level Event (Thursday afternoon) provided strategic level discussions on the main theme Building trust for stability in Iraq and on the need for a comprehensive, cooperative and integrated, approach to complex problems.

In the following sections we present a concise overview of the presentations; the results from the theme groups discussions; and some reflections on the exercise and the high level event (lessons learned).

See also: https://www.common-effort.org
RICH PRESENTATIONS

Seven plenary presentations during the week provided additional perspectives to the situation of Iraq.

- LTC Ellert Klotz presented ‘Iraq: Roots of the conflict’ with an historic account of the main religions, ethnicities and minorities in the region, and the geographical and political developments including the emergence of DAESH.

- Mr. Noah Sari, a 20-year old German reporter of Turkish Kurdish descent, presented his experience with the ongoing conflict in Iraq, illustrated with his video footage shot during his time in Iraq.

- Mr. Christian Wulff (Former German federal president) stressed the concept of “unity in diversity” as a requisite for peaceful living together in the Arab world, which requires serious and courageous choices of the leaders.

- Mr. Placido Silipigni – IOM (Germany) addressed IOM’s Community Policing Forum (CPF) experience in Iraq. CPF is a cooperative community platform established on the basis of an agreement between law enforcement, community and civil society. Experience learns that these small scale approaches are effective to address local issues but one-size-fits-all does not work, because communities are microcosms very different from each other.

- Mr. Ekkehard Brose (former German ambassador to Iraq, currently Special Envoy for Crisis Prevention and Stabilization at the German Foreign Office) reflected on the need for close collaboration between all relevant areas of expertise, including civil-military coordination, to cover security, policing, the rule of law, humanitarian aid and development, and related this to his experience in Iraq.

- Mr. Joost Hiltermann from the International Crisis Group argued with ‘Iraq: Complexities and Hope’ that Western nations are a party to the conflict, a partisan party with selectively choosing their local allies, in this way increasing the complexities of Iraq. To feed the hope of positive development requires the support of establishing an environment for Iraqis to address themselves their own problems.

- Ms. Hanaa Edwar, Chairperson of Iraqi Al-Amal Association and co-founder of the Iraqi Women Network, reflected from her work and her personal experiences on what is needed to build trust. She stressed the importance of investing in the young people, men and women, and involve them in the development of the country.

HIGH LEVEL EVENT

The HLE was hosted by the German Federal Ministry for Economic Cooperation and Development and brought together representatives from political, strategic, and operational levels to discuss the relevance, meaning and challenges of the comprehensive approach in complex and changing political and operational situations.

First reflections and outcomes of the Common Effort exercise were presented that again revealed the complexity of the Iraq case with its many different aspects and narratives. Lieutenant General Michiel van der Laan (Commander of the 1 German/Netherlands Corps) welcomed the audience and reflected on the exercise that was going to come to an end. Afterwards, Mr. Thomas Silberhorn (Parliamentary secretary of BMZ and host of the HLE held an inspiring speech on the importance of working hand in hand together to
deepen the Comprehensive Approach. Invited subject matter experts provided the HLE audience with additional insights and views.

Keynote speakers followed:
- Ms. Hanaa Edwar, Chairperson of Iraq Al-Amal Association and co-founder of the Iraqi Women Network
- Mr. Henk Voskamp, Chargé d’Affaires a.i. of the Royal Netherlands Embassy in Berlin
- Mrs. Elisabeth van der Steenhoven, Director KARAMA Europe

In a short signing ceremony fourteen organisations volunteered to join the Common Effort Community by signing the Community Statement, bringing the number of signatories to 51, of which four have Observer Status.

**FINAL REPORTING PLENARY SESSION**

The six theme groups presented their main findings to the panel audience concerning the main exercise question: *What are the three key issues that need to be addressed to build trust in Iraq, and how to achieve them?* In the following, the main findings that were addressed by all theme groups during 10-minute briefings, are listed below.

**THEME GROUPS DISCUSSIONS**

*Theme Group 1: Reconciliation*
Facilitators: LTC Matthias Duchscherer (1GNC) & Marieke Wierda (NLD MoFA)

The main challenge for reconciliation is to link State level (top down) and Local Level (bottom up), using a well-established Coordination Hub. Critical is mainstreaming reconciliation as a principle in all activities.

**STATE LEVEL (TOP DOWN)**

1. **Political Process: Building Trust**
   A preliminary step to reconciliation is to build trust and create political will for change.

2. **Legal Reform**
   Reconciliation will require amending the legal framework starting with the constitution

3. **Justice as a path to Reconciliation**
   Goal is to design/implement comprehensive transitional justice package, taking into account public expectations.

4. **Institutional Reform**
   Involves DDR, National Reconciliation Commission, and other state institutions. Links to other theme groups: Governance/Corruption, SSR, Basic Services, Regional Actors

**LOCAL LEVEL (BOTTOM UP)**

1. **Ensure ownership on local level (involvement, credibility)**
2. **Overarching element: Creating perspectives (trust and hope)**
   - Embedded in time frames of other efforts (short, mid and long term perspectives)
   - Promoting best practice examples
3. Empowerment
Strengthening civil society groups
4. Education / Training
Guarantee inclusiveness

COORDINATION HUB
1. International Community can help to set up Coordination Hubs and facilitate dialogues among key groups
2. Hubs facilitate communication and outreach for spill over effect
3. Hubs can help to develop guidelines for reconciliation
4. Universities/Iraqi civil society as hub for coordination/linking levels between top down and bottom up reconciliation initiatives
5. Other ways to link top down and bottom up approaches: through governors/provincial councils/MPs with powerbase at provincial levels
6. Hubs can build relations with universities/civil society on regional and international level.

Theme Group 2: Security & Civil military cooperation
Facilitators: Suzana Lipovac (Kinderberg), LTC Tjeerd Blankestijn, MAJ Stephen Sams (1GNC)

Focal issue addressed: What can civil-military cooperation contribute to the stabilization of Iraq?

- What fields of civil military cooperation can be distinguished, and
- What are the conditions that should be established for effective cooperation;
- What obstacles should be mitigated; and
- Wow can we assess cooperation success?

And how could we demonstrate this in practice, with projects on the ground?

Three potential projects were developed in concept during the sessions (with the intention to follow up after the exercise):

- Project „Security and trust at the community level“
- Project „I3 – Information Interface Iraq“
- Project „Common Effort in Area“
Theme Group 3: Development & Basis services  
Facilitators: Erik Dirksen (SPARK), WO Gert Jan van den Brink (1GNC)

Three key issues were identified; when addressed these can lead to improved trust and stability in Iraq:

- **Education / Training:** Education and training of the young generation is the key to the future of the nation. This requires:
  - National Curriculum
  - Incentivize and prioritize teacher training
  - Promoting civil education
  - Job market <> Education and training
  - Expand female potential
  - Information and communication technologies
  - Indirect benefits of Train, Assist & Advise programs

- **Economic Development:** Infrastructural development is a prerequisite for further economic development in order to reduce poverty. This requires
  - Investing in small-scale infrastructure (roads, bridges, schools, water supplies, storage)
  - Proposal to engage the government of Iraq, the World Bank and other donors to start-up a countrywide Community Driven Development project (e.g. Afghanistan, Myanmar), under condition that
    - ownership lies with the Iraqi government;
    - mistrust between government and people is overcome;
    - there is experimenting with and stimulating of (local) democratic development; and
    - employment is generated and skills developed, in particular for youth and women.

- **Basic Services:** From Relief to Sustainability and Trust providing first needs. Water, food, shelter and health care are considered the basic needs for a good enough life. Factors for success:
  - Needs assessment, planning/coordination, action, implementation, partners, local involvement
  - Knowledge transfer, awareness, training
  - Local ownership and self-sufficiency
  - Sustainable, durable
  - Trust in a safe and secure environment - trust in their own life, purpose of life.

Theme Group 4: Governance (incl. ssr & transparency)  
Facilitators: Petra van Oijen (NLD MoFA), LtCol Andre Schoofs (DEU MoFA)

Main issue: ‘How can the international community support Iraq to build legitimate and accountable security institutions?’

Basic requirements are: Accountability; Sustainability; Local Ownership; Narratives & domestic audiences; Local trust. Using a working example, the implications for governance and SSR and accountability were assessed. Scenario: Iraqi Security Forces (Army) trained and equipped for the Mosul Conflict (9 Bdes). Post conflict requirement for 30,000 Local Police and Border Guard. Implications:
  - Concerning accountability – Local Police - low population stations, in places singular located out posts, spread widely around the country. Use of equipment issued, force (Human Rights), command and control of these desperate units.
- Concerning corruption – Issuing equipment and ammunition to singular personnel, use and control of this in these locations.
- Concerning sustainability – maintaining equipment, competency and currency.

**Theme Group 5: Humanitarian situation & relief**
Facilitators: Maj Martijn Reuvers (1GNC) & Winke van der Els (NLD MoFA)

The central question addressed was: How can the international community support the provision of essential services and delivery of humanitarian assistance and relief to Iraq and therefor significantly contribute to the stability in the country?

Three tools were developed (in concept), represented as:

**HOUSE OF HOPE**

- Basic Needs
- Education
- Infrastructure
- Informal Camps
- Formal Camps
- Host Community
- Home
- UN
- NGOs
- GOs
- Military

**THE HUMANITARIAN ASSISTANCE PROJECT CIRCLE**

- Detailed Needs assessment & information
- Establish relations with potential partners
- Site Selection
- Project Proposal
- Sustainment Strategy

**THE RELIEF EFFORT ENERGY CHART**

- Registration
- Base Camp
- Assessment (Access)
- Funding
- Trustbuilding
- Hiring Local Staff
- Sustainability
- Transition
- Network
- Monitoring + Evaluation
Main question addressed: Given a best case and worst case scenario (using reference models) what would be the key drivers to (in)stability?

Realistic starting point is that the situation in Iraq is too volatile, uncertain, complex and ambiguous to immediately move towards action (VUCA world). Therefore we have to prepare for alternative plausible futures. Navigating this terra incognita we need to analyse the most influential domestic and external drivers of societal change in Iraq.

Identified key drivers of change in Iraq are:

- Social Coherence (Reconciliation)
- Political & Admin Buildup
- Socio-economic development
- Access to resources (water, oil, soil)
- Role of Iran
- Role of other actors in the region

A best case scenario could be ‘The Road to Norway. Happiest Country on Earth’, leading to:

- Political / Geopolitical
  - Inclusiveness
  - Federal state structure, decentralization
  - Regional cooperation (esp. SYR, TUR)
- Social
  - High-level Education for all
  - (Gender) Equality
- Economic
  - Diversification of economy
  - Tax reform
  - Reconstruction of oil industry & development of Renewables (Solar)

A worst case scenario could be ‘Out of the Frying Pan into the Fire’, leading to:

- Political
  - Borders of IRQ not respected
  - Kurdish expansion to Kirkuk
  - Strong ties between Ankara and Baghdad
  - Exclusion of Sunni population
- Military
  - Ongoing conflicts; cycle of sectarian wars
- Economic
  - lack of taxes
  - Uneven distribution of international aid
  - oil smuggling
  - marginalization of parts of population

**KEY TAKE-AWAYS**

- Do proper analysis with a wide range of experts before you enter the theatre; include experts from the region
- Omit linear projection of past experience or current perceptions into your planning for the future
- Constantly analysis and monitor the drivers of societal change in the region – be adaptive to change on the ground
- Strategies need to be as fluid and agile as possible to match the VUCA situation on the ground
- Be prepared for alternative futures, not only for your best case, i.e. normative scenario
REFLECTIONS ON EXERCISE AND HIGH LEVEL EVENT

An important goal of the Common Effort Community is to build mutual understanding of the different perspectives, approaches, and policies represented by the participating organizations, which may lead to better interactions and cooperation in preparing for a mission and/or when one meets in the field. We assessed the effectiveness of the week itself (in future we will include longer term effects). The best source for this evaluation are the participants during that week.

Assessments were obtained from observers who observed the interaction and team management processes; from a ‘tips & tops’ evaluation in each of the six theme groups; and a questionnaire to assess anonymously the expectations at the beginning and the level of realisation at the end. The latter assessment was executed by Defence Research and Development Canada (DRDC Toronto).

MAIN FINDINGS FROM OBSERVATIONS AND GROUP EVALUATIONS

- With a broad diversity in experience and backgrounds, participants were highly engaged in group discussions addressing the complexities of Iraq conditions, including debates on core principles of issues in the field.
- Groups used different approaches to work towards their end products, which allowed group specific tuning, but resulted in quite different end reports, difficult to bring those together. More cross theme group interaction might support this integration.
- Exercise, HLE, and facilities were very well organised, but more direction and clearer expectations for expected outcome should be given. Further, registration process and earlier theme group allocation could be improved.
- Iraq context information (country book; expert speakers) provided was highly appreciated, but the Iraq scenario was rather complex and time for group meetings was too short. Also additional (local) subject matter experts in each group are needed to foster in-depth discussions.

MAIN FINDINGS OF PRE-/POST-QUESTIONNAIRE

The ‘Quality of Interaction Assessment’ instrument\(^1\) was given to the participants at arrival (for their expectations) and at the end of the week (perception of realisation). Respondents (41) noted a code on their response form so that their begin and end responses could be anonymously linked and analysed. Results indicated that:

- Participants expected the quality of interactions between representatives of the different organizations in their theme groups to be very positive, and these perceptions remained high at the end of the exercise.
- Ratings of information exchange, collaboration, clarity, and conflict resolution did increase during the exercise, although the need for information exchange and the extent to which members of other organizations provided valuable information decreased across the exercise.

CONCLUSION

Lessons learned is that attention should be given to earlier preparation of the participants of their expectations and the processes of the exercise, including knowledge about the other participating organisations’ experiences and competencies. Also, in addition to more group time, more local domain expertise is needed in the groups which will contribute to learning, realism, and usable results.

Combining learning objectives (effective interaction and mutual understanding) with content objectives (actionable solutions) is seen as highly valuable, but remains complex requiring a clear process format.

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COMMON EFFORT COMMUNITY

COMMON EFFORT STATEMENT
Common Effort Community members support the vision formulated in the Common Effort statement and signed to cooperate in the realisation of this vision.

STATEMENT

We

as signatories and observers to this statement launching the Common Effort Community, coming from government, civil society, the military and private sector in Germany and the Netherlands as well as others interested from within the UN and other countries

* are convinced that it is our common concern to contribute to a safe and secure world in which men and women live with dignity enjoying their universal human rights

* are aware that conflicts and fragility generally result from a complicated interplay of diverse, but often interrelated factors, such as economic (lack of jobs and income), political, social, cultural and religious aspects. Recent history shows that this interplay can easily lead to a lack of identity amongst youth, poor basic services, weak state structures, unstable or unwilling governments which eventually can generate fundamentalism and extremism

* conclude that sustainable solutions for fragility and conflict can only be achieved with a comprehensive, whole-of-society approach, comprising a wide range of governmental and non-governmental actors, internationally as well as in the country at stake; and that the UN, the international civil society and the international military organisations that work in the field of humanitarian aid, reconstruction, development and peace building should interact in an effective manner, while respecting each other's mandate, in order to address the multiple dimensions of fragility and conflict

* intend to build and expand relevant networks to combine and coordinate efforts, expertise or experience; to train, learn and share knowledge and experiences to improve our understanding of fragility and conflict, including also local security dynamics and perceptions of civilians in conflict areas, which will also enhance our strategies in the field of Protection of Civilians; to develop and evaluate our concepts and approaches by formulating and implementing yearly Action Plans that translate this Statement into concrete joint actions, wherever needed and whenever possible within the capacities and mandates of each and every signatory; to promote public and political support in Germany, The Netherlands as well as in other countries and with international forums like NATO, EU and the UN for the Integrated (comprehensive) Approach.
COMMON EFFORT STATEMENT SIGNATORIES

2017
- Ministry of Foreign Affairs (Germany)
- Büro für Zeitgeschehen
- Centre for Risk Management and Safety and Security, University of Twente
- Compumatica Secure Networks
- Dutch Cyber Warfare Community
- HIVOS
- International Centre for Counter Terrorism (ICCT)
- KARAMA Europe (Observer)
- Mediators beyond Borders International (MBBI)
- Netherlands Helsinki Committee
- Rebuild and Relief International (RRI) / Rebuild Iraq Recruitment Programme (RIRP)
- The Hague Academic for Local Governance
- Van Vollenhoven Institute of Law, Governance, and Society (VVI), Leiden University
- Zentrum für Internationale Friedenseinsätze (ZIF)

2016
- German Federal Ministry for Economic Cooperation and Development (BMZ)
- Berlin-Institut für Bevölkerung und Entwicklung
- CARE NL
- 1 Civiel en Militaire Interactie Commando (1CMI-Commando)
- Euro-Mediterranean-Arab Association e.V. (EMA)
- Ministry of Justice and Security (Netherlands)
- Netherlands Red Cross (Observer)
- OXFAM Novib (Netherlands)
- Stichting Functioneel Specialisten Fragiele Staten (SFSFS)
- Technisches Hilfswerk (THW)
- The Hague Centre for Strategic Studies (HCSS)

2015
- 1(German/Netherlands) Corps
- Association of Netherlands Municipalities (VNG)
- Bundesakademie für Sicherheitspolitik (BAKS)
- Cordaid
- German Red Cross (Federal) (Observer)
- German Red Cross (NRWF) (Observer)
- Global Partnership for the Prevention of Armed Conflict (GPPAC)
- HAUS RISSEN HAMBURG
- Human Security Collective
- Institut für Friedenssicherungsrecht und Völkerrecht (IFHV)
- International Bundeswehr Civil Military Cooperation Centre Nienburg
- Kinderberg
- NATO Cimic Centre of Excellence (CCOE)
- Netherlands-African Business Council (NABC)
- NL Defence Academy
- Ministry of Defense (Netherlands)
- Ministry of Foreign Affairs (Netherlands)
- National Police (Netherlands)
- PAX
- Spark
- Springfactor Advisory Group
- The Hague Institute of Global Justice
- Netherlands Organisation for applied scientific research TNO
- University of Groningen
- University of Utrecht
- WO=MEN - Dutch Gender Platform
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