

*Instrument for Stability Crisis Preparedness Component (Article 4.3)*  
*Strategy Paper 2012-2013 and Annual Action Programme 2011*

Consultation Meeting in Brussels on 24 January 2011

*Strategy Paper 2012 -2013: Perspectives from civil society organisations, international organisations and EU Member State bodies*

*Speeches: 5 – 8 minutes*

**Crisis management: Past challenges and suggestions for the future**

by Silva Lauffer

**INTRODUCTION**

Before diving into my short presentation, let me thank the Commission for the opportunity to speak.

Great efforts have been made already to strengthen civilian capacities. The issues are complex and the myriad of national laws and systems in Europe's Member States which deal with the recruitment and preparation of civilians, has been a challenge for many.

Since I am based at the Center for International Peace Operations, which is involved in the recruitment and training of civilians working in crisis management missions, let me quickly outline a few challenges we have identified, then introduce you – in a nutshell – to the new ENTRi project which has a life-span until 2013, before I present some suggestions for the strategy 2012 -2013.

***Challenges identified during the strengthening of civilian capacities***

In late 2010, when I conducted training for the EU Monitoring Mission in Georgia, I spoke to a female monitor in the field office of Gori. She told me that it was quite challenging having to take on additional work that colleagues should be doing, just because they were too shy to write reports, due to their weak English language skills. She was also pointing out the different levels of driving skills encountered in the mission and the subsequent fear when sitting in the passenger seat. Later, a staff member with a military background observed the lack of civilian staff member's knowledge of, or adherence to, standard operating procedures.

Training can facilitate the transfer of knowledge, training can provide a space for participants to reflect on their work, training can assist participants to share experiences in a

conducive environment, and help participants to network and build relationships. What training cannot do is replace any systemic shortcomings that may exist in the set-up of missions, or that arise from the lack of joint planning by national and international authorities.

What we don't want is training for the sake of training. What we don't need – are training participants who do not require a particular training since they will never be available for a mission, and what we can't afford – is the jeopardizing of peace processes due to the sending of inappropriate staff.

Since our challenge is that we do not live in an ideal world, we have to adapt. We have to be flexible in our approach, and work together.

### 3. ENTRi

Flexibility and the spirit of partnership constitutes the meat of the ENTRi project, Europe's New Training Initiative for Civilian Crisis Management. ENTRi is funded by the Commission and co-funded by 12 Member States' institutions, started on 10 January this year, and will run for a period of two years.

Core activities of ENTRi are the provision of 34 pre-deployment and specialist courses, which will be demand-driven. There exists a menu of potential courses from which the most needed can be picked, and there exists a provision for the creation of completely new courses.

ENTRi is implemented by the Center for International Peace Operations together with its 12 project partners from EU Member States. Project Associates are the United Nations Department for Peacekeeping Operations and the Organisation for Security and Cooperation in Europe. Nevertheless, it is by no means an exclusive club.

We are hoping to attract those partners from the European Member States that are not part of the project, to approach ENTRi and join in its activities either through sending training participants or assisting in the running of some course content.

#### **Strategy 2012 – 2013**

For the strategy 2012-2013, let me raise three main points of which the first is strategic, the second constitutes a tool, and the third talks about attitude.

**First point.** It would be desirable to look at a **holistic approach** when talking about crisis management by considering all elements of the crisis management cycle at the same time. In terms of capacity-building, a single training course will not fundamentally change a person's capabilities. Capacities need to be strengthened at all stages of the mission cycle, starting with the selection, recruitment, training, and continuous support of in-mission staff.

We also need a holistic approach in our strategy, where crisis preparedness and crisis response measures feed into each other and are jointly planned for. It should not be a question of one or the other. Exit strategies need to be planned for from the outset, hand-in-hand with the 'Early Recovery' and crisis prevention planners. EU Special Representatives and EU Mission Heads should work together hand-in-hand in countries where there is an EU Mission.

**Second point:** It would be desirable to create an information management platform, where lessons can be shared in real time between missions, where Member States can bring in their thoughts and expertise in an ongoing manner, where past training participants can network and link up, where thoughts can be shared among a variety of stakeholders, and where it is possible to compare the effectiveness of different approaches in different EU Missions. It should not take more than a few minutes on the internet to find out who does what where under which funding and management.

**Third point:** We would like to see all Member States commit to the European spirit, keep the bureaucratic impediments in their countries at a minimum to allow for more flexibility and implement concrete measures to strengthen their systems to send the most professional staff to participate in European efforts.

## **Conclusion**

Thank you.