'Ensuring Training Effectiveness: Challenges and Opportunities in the Field'

ENTRi Workshop
Wednesday, 8 February – Thursday, 9 February 2012
Copenhagen

- ENTRi is a training initiative supported by the EU's Instrument for Stability –

SUMMARY OF MAIN POINTS RAISED

(Note: this record of the main points raised is intended for the use of the workshop participants only and is not meant to represent the official views of the participating EU representatives, the ENTRi partners or other participants)

Panel I: Recent Trends in CSDP Missions and Impact on Secondments
Panel II: Trends in EU Training and Recruitment Policy

- There is room for improvement in mission planning and strategies

Questions to be asked:
- Do we need to re-invent CSDP?
- Do we need to re-assess the visions accompanying our missions?
- Is the price we are paying for missions feasible? Cost/Benefit analysis
- Is the size of CSDP missions adequate with regards to their mandates? (reference to EULEX Kosovo)
- Are we willing to support missions to the end? (Exit strategy)
- Will NATO further develop its civilian capacities and how far will this impact the EU's civilian crisis management?

Trends:
- Supporting local expertise and structures (SSR) has been the most common mission type since the start of CSDP
    Further development and implementation of methodologies and tools needed, eg Monitoring, Mentoring and Advising (MMA), programmatic approach, benchmarking systems.
- Strong need for more MMA training (i.e. through dedicated training and organising 'train the trainers' courses).
- Strengthening of Rule of Law elements in CSDP missions.
- Increased deployment of mission personnel in non-benign environments.
    - Increasing importance for standardised and systematic HEAT (Hostile Environment Awareness) training.

Developments in training:

- ENTRi has developed to being a major vehicle for providing training with a direct impact on CSDP missions and beyond.
- 10 member states are not yet nominating candidates to ENTRi courses.
  - ➢ Most countries only deploy a small number of personnel and there is no single national focal point supporting their deployment.
- Training institutions and exchange of best practice between training providers is of essential importance for improving the effectiveness of CSDP missions.

Developments in mission staffing:

- Challenges for staffing missions through secondment of personnel (insufficient number of qualified personnel being nominated)
- In the near future, visiting experts may be recruited with very short periods of deployment.
- Ten percent of seconded staff are nationals from third states.

Challenges:

- Comprehensive approach needs further development – call for even stronger co-operation between civilian (incl police) and military parts of EU operational engagement.
- Need for better cooperation within institutions of the European Union, between domestic policy and EU planning.
- Implementation of lessons identified from CSDP missions and keeping institutional memory.
- How to reach better gender balance?
- CSDP training strategy in need of a revision.
- Training coverage: 30% of SNE mission personnel still deploying without sufficient or any pre-deployment training, for contracted staff this represents close to 100%.
- Synergies to be highlighted between ENTRi and the European Police Services Training (EUPST), both supported under the Instrument for Stability (IfS).

In Sight:

- Potentially (though remaining subject to Council consideration and agreement) there could be up to four new Civilian CSDP missions in Africa: Regional Maritime Capacity Building (RMCB) Somalia, South Sudan, Sahel & Libya.
  - Availability of and training for required expertise (eg. airport security, Maritime Security, Integrated Border Management)?

ENTRi: One Year into the Project

Summary of ENTRi:
- ENTRi is a programme implemented by a consortium that groups together training entities from 13 EU Member States.
- Course participants have different backgrounds, nationalities, specialisations and organisational affiliations from inside and outside the EU.
- ENTRi is the only programme providing for a specialised certification procedure for training courses in civilian crisis management.
- ENTRi contributes to matching supply and demand thanks to a strong linkage between training and recruitment.
- Importance of pre-deployment and specialisation trainings by ENTRi since many countries do not offer sufficient training for their civilian seconded experts and no systemic solution exists as for yet for the contracted staff.
- ENTRi supports smaller/newer institutions through a partnering approach.
- A 6-month post-course evaluation has been initiated and responses are currently analysed.

ENTRi's major achievements in 2011:
- 585 applications for ENTRi courses received, registered and administered.
- 340 people of 49 nationalities trained in 17 courses.
- On average 20 participants per course (60% male and 40% female).
- 91% of participants in pre-deployment courses already deployed in missions or in the process of deployment.
- Ongoing certification of new courses and re-certification of existing courses (14 courses in total).
- Development of a Hostile Environment Awareness (HEAT) course concept in close cooperation with the EEAS.

Panel III: Feedback from the field (Georgia and Kosovo)

- Feedback on training provided through the Capacity Enhancement Unit of EUMM Georgia and the Best Practices and Training Office of EULEX Kosovo.
- Training needs:
  - Pre Deployment: significant disparities in preparedness of personnel deployed to mission - need for further standardisation.
  - Identified shortfalls/gaps:
    - ✓ Driving standards including off-road driving, field orientation (map reading)
    - ✓ Language skills, particularly good command of English as minimum requirement for deployment
    - ✓ Interviewing techniques & working with language assistants
    - ✓ Standardised Security Training

✓ Gender mainstreaming
✓ Human Rights and Monitoring
✓ Middle-management to be trained in leadership & management skills

Challenges

- Line of duty and heavy workload severely restrict/limit in-mission training opportunities - Effective recruitment of pre-qualified staff is key.
- Most identified gaps concern basic skills that cannot be addressed sufficiently in-mission but should be covered in core trainings prior to deployment.
- Management of expectations of staff with regard to scope and limitations of mission mandates and line of duty.
- In-mission training is successfully piloted with ENTRi partners (i.e. FBA, ZIF).
- Mission staff in administration and support functions often lack training.
- Contracted personnel need to be included in pre-deployment trainings.
- Missions should create a career perspective for local personnel including incentives for capacity building.
- Need to adopt a common training policy for all CSDP missions.

Panel IV: Course Standardisation and Certification Process

- Aim for harmonisation: need for common standards of knowledge and skills.
- Learning objectives must become central criteria for certification. Methods and design of courses to be chosen by training provider.
- Certification through the C3MC label open to institutions within and outside the EU; validity is two years.
- Advantage of harmonisation:
  - For training providers: certified concepts facilitate implementation of courses.
  - For participants: assurance of quality and suitable training content.
  - Benefit for EU: ENTRi certification serves as easy identification of high quality training providers and programmes.
  Options for the future of certification:
  - Option 1: The EU creates its own training certification system
  - Option 2: The EU tasks an external body to carry out the certification
  - Option 3. The EU tasks ENTRi to carry out the certification - need to formally endorse training concepts/standards by the EU at the political level.
- Training as an element of duty of care of institutions sending personnel to crisis management missions
- Some CSDP missions (based on EU Sitcen assessment) require a certificate of a Hostile Environment Awareness Training (HEAT) before deployment; obligation to provide this training lies with sending institutions
  - Can standardisation of HEAT training ensure proper behaviour of personnel in emergency situations?
  - At the moment only 3-4 Member States conduct comprehensive HEAT courses.
- Future: HEAT obligatory for missions operating in hostile environments. For missions in benign environment e-HEST training may be obligatory.

Sharing of experience by Switzerland

- Training: Core courses, Specialisation Courses, before deployment 'only' e-Security Training and briefing.
- Lessons learnt: Courses should be mixed (professional backgrounds, institutional backgrounds) to facilitate comprehensive approaches.
  Considerations:
  - An Expert Pool cannot cover all necessary expertise and ensure that pool members are available on time.
  - Local staff should play a prominent role in field missions.
  - Better inclusion of practitioners in developing strategy at the policy level.

Training Approaches and Differences in approach when training civilians, police, or military

- Training focus should be on students/operational needs, not what training institutions want to provide or what the students want to get.
- Military and civilians (incl. police) each have different working cultures and this must be considered when organising or delivering training or education.
- Grouping of students and training methodology are the tools for delivering training and are only vehicles to deliver the message. Theoretical input combined with practical exercises, where possible, often has great impact.
- Certification of courses must be combined with recruitment of highly competent and effective trainers. Trainers should be assessed for a combination of knowledge, training skills, experience and attitude. Standardized and Certified training material is only as good as the conduit that communicates and delivers that information.
- Some 'training' courses, for example, HEAT/HEST could be pass/fail and the students certified. The employer has a responsibility of duty of care to the employee.

Contact details for further information to be found on: www.entriforccm.eu