



# ENTRi CONFERENCE

Berlin | 11 & 12 April 2019 | PanAm Lounge



## HEAT STAKEHOLDER MEETING

THURSDAY, 11 APRIL 2019 | 10.00-13.00

## CERTIFICATION STAKEHOLDER MEETING

THURSDAY, 11 APRIL 2019 | 14.30-17.00

## DIALOGUE ON SUSTAINABILITY AND INSTITUTIONAL KNOWLEDGE MANAGEMENT

FRIDAY, 12 APRIL 2019 | 10:00-17:00

## ENTRi – The Legacy

Since its inception in 2011, ENTRi – Europe's New Training Initiative for Civilian Crisis Management – has had a major impact on the capacity-building landscape. ENTRi's aim has been to enable staff working in crisis management and stabilisation missions to work more efficiently and effectively. Through its consortium of training institutions, ENTRi has developed a variety of tools to support crisis managers, including training courses, a certification mechanism and four editions of the acclaimed handbook *In Control – A Practical Guide for Civilian Experts Working in Crisis Management Missions* – translated into four languages.

Over the past eight years, ENTRi and its partners have conducted 94 training courses benefitting 1,992 participants from over 100 different countries. ENTRi's certification – C<sup>3</sup>MC (Certified EU Civilian Crisis Management Course) – is awarded to courses that meet established and regularly updated minimum standards for training civilians to deploy on crisis management missions.



Picture: Konstantin Börner

This certification system offers a state-of-the-art international standard against which training institutions can align their courses. Any public course organiser, whether military, civilian or police, within or outside Europe, can apply for ENTRi certification – as long as they are a legal entity in their country of origin and have previous experience in crisis management training.

The following types of course have been certified:

- ★ Core Course – designed to provide basic knowledge and skills required on mission;
- ★ Comprehensive Generic Training on Peace Operations (CGTPO) – an updated, comprehensive and attitude-focused version of the Core Course;
- ★ Pre-Deployment Training (PDT);
- ★ Specialisation courses in:
  - Human Rights
  - Media Development
  - New Media
  - Good Governance & Civilian Administration
  - Child Protection, Monitoring & Rehabilitation
  - Mission Management, Administration and Support
  - Hostile Environment Awareness Training (HEAT)
  - Press and Public Information
  - Leadership & Gender
  - Conflict Analysis and Conflict Sensitivity
  - Mentoring in Civilian Crisis Management
  - Rule of Law
  - Gender Advisors
  - Security Sector Reform
  - Negotiation and Mediation
  - Training of Trainers

Since 2011, ENTRi has certified over 25 specialisation courses, five core courses and two pre-deployment training courses to the C<sup>3</sup>MC standard. ENTRi's unique methodology has enhanced cooperation and harmonisation between European partners and international institutions such as the Organization for Security and Co-operation in Europe (OSCE), the United Nations (UN) and the African Union (AU).

With ENTRi coming to an end in May 2019, the ENTRi Secretariat at the Center for International Peace Operations (ZIF), hosted a two-day brainstorming conference in Berlin from 11-12 April 2019 to debate how best to continue the legacy and achievements of ENTRi into the future. Fifty-three participants from 27 organisations attended.

Two main sets of issues emerged:

- ★ Knowledge Management and the Community of Practice
- ★ Standards and Certification

## Knowledge Management and the Community of Practice

ENTRi has developed numerous training tools and handbooks – where does all this knowledge go when ENTRi ends, is there a suitable repository and how can this knowledge be accessed, searched and updated? As Silva Lauffer, ENTRi's head of project, put it: "How can we ensure that people will find the products we've created with tax payers' money before they pay for them all over again?"



Picture: Konstantin Börner

While most participants agreed on the need for a common repository for ENTRi's accumulated knowledge, opinions were divided on who should host that repository and how it should be developed and updated. One suggestion was to publish a booklet to share the entire portfolio of ENTRi knowledge after the homepage is taken down. Another idea was to hold an annual event during which different CSDP (Common Security and Defence Policy) missions and EU agencies could share lessons on past missions as well as information on upcoming missions – as currently such knowledge exchange between projects is poor.

However, the greatest consensus was around the idea of creating a community-led, online knowledge-sharing platform. Such a platform could enable the relationships that ENTRi has nurtured, between donors, training institutes and other stakeholders, to develop into a proactive community of practice.

## Standards and Certification

ENTRi's greatest achievement has been to build consensus around what constitutes minimum acceptable standards in training for both core and specialisation courses in crisis management. It has achieved this through its quality assurance framework, in particular the ENTRi working group on certification, a body of five ENTRi partners which reviewed all applications and conducted on-site evaluations to ensure training institutes adhere to the minimum standards required to earn ENTRi's certification. In this way, ENTRi has not only maintained high standards, but also harmonised disparate approaches to training, by developing standardised curricula that foster a common approach and facilitate inter-operability between training organisations both within and outside the EU.



*Picture: Konstantin Börner*

Participants agreed that the civilian crisis management sector needs training courses that are run to certain standards. But what will happen to these standards when ENTRi is terminated? Who will decide which standards are the minimum required and who will safeguard and maintain these standards in the future?



Some argued that maintaining high (minimum) standards and common curricula in training and certification remain vital – especially for courses such as HEAT, Pre-Deployment Trainings and Core Courses, where organisations have a duty of care towards their employees heading often into conflict and disaster zones.

Others pointed to the wider political role of the European Union in bringing together disparate countries and communities, with often differing standards and capacities. They argued that the high training standards of many wealthy European countries can alienate and exclude trainees and training institutes from less wealthy EU member states. For them, inclusion and wide participation are higher goals than “overly high standards” in training.

One representative of the EU’s Civilian Planning and Conduct Capability (CPCC) – the arm of the European External Action Service (EEAS) in charge of planning, conducting and supporting civilian CSDP missions – acknowledged that “cooperation with ENTRi in particular has allowed us to advance considerably.” The representative said, “we have a keen interest in having standard-setting and the curriculum assured” but added that not everyone is interested in certification, so making a case for it remains a challenge.” The CPCC has recently finalised two ENTRi-funded e-learning modules which will become mandatory, called *Mission Wise* and the *Code of Conduct*. *Mission Wise*, a 10-module e-briefing covering all aspects of basic CSDP mission safety and security: all new mission members are tested on the modules and must score at least 80% before deploying.

Meanwhile, what happens to the brand value ENTRi has created around its certification process? ENTRi has certified dozens of training courses – not surprisingly, its partner training institutes are anxious about whether their C<sup>3</sup>MC certifications will remain valid. Participants agreed that “ENTRi is a great brand that stands for quality.” In business, you would not let a great brand drop into obscurity. However, the risk of maintaining the ENTRi brand is that some other new entity could take it over and – possibly inadvertently – devalue it.

Participants remained undecided as to the best ways of sustaining ENTRI's legacy. Typically, those in favour of maintaining high, independently-certified standards and training courses supported the idea of an independent body or project taking over ENTRI's role as standard-setter and certifying authority. Meanwhile, those favouring inclusiveness rather than "overly-high" standards leaned towards an in-house EU organisation taking the lead in promoting standards, without necessarily insisting on wholesale certification.



*Picture: Konstantin Börner*

There was agreement, however, on the need to support ongoing certification at least for HEAT and PDT as well as core courses. Many participants also agreed on the need for a community of practice, supported by a smart web platform, to build capacity for efficient training in the field of peacekeeping and crisis management.

The brainstorming process generated a number of concrete options and models for how ENTRI's legacy could be sustained. These are presented below.

## Option 1: European Security and Defence College (ESDC)

The European Security and Defence College (ESDC) is a platform under the EEAS that provides training and education to civilian (including police) and military personnel in the area of CSDP. ESDC staff members who took part in the brainstorming made a concerted pitch to absorb key aspects of ENTRI's work, including knowledge management and liaison with training institutions. ESDC has a global network of 135 training institutions and has expanded its training programme from 29 courses in 2011-12 to 116 courses in 2017-18. ESDC has no direct input into course content or quality, it simply collates information on the courses and brings them to the attention of a wider

audience. As one ESDC staff member put it: “We don’t believe in strict certification. Europe is united in diversity. We have different standards and backgrounds between, for example, Sweden and Romania, and different ways to respect their traditions”.

ESDC would aim to sustain ENTRi’s accumulated knowledge and promote it across their network. ESDC’s website could host ENTRi’s content, supported by a Learning Management System (LMS) to enable users to interact with the content directly. ESDC is open to the idea of creating a community of practice (CoP) to keep the content updated in line with an agreed code of conduct. The CoP could download the content, update it and upload it again without the need for separate project funding.

Those who support ESDC as the natural destination for ENTRi’s knowledge point to the following advantages: its members are the training community of EU Member States (MS), it is a permanent platform not a project, and it is a ‘ready-to-roll’ solution. However, some participants were concerned that the College embraces an inclusive model which may not be compatible with the need to maintain the high standards set by ENTRi in the certification of crisis management training courses. The ESDC is also a Euro-centric institution which may not attract the participation of ENTRi’s non-EU partners including the OSCE, NATO, UN and AU.

## Option 2: EU Civilian Training Group (EUCTG)

Other participants suggested that the EU Civilian Training Group (EUCTG) could take forwards ENTRi’s achievements. According to a 2017 paper released by the EEAS, “the EUCTG is the recognised body for the systematic process of managing Training Requirements for civilian CSDP training.” It is a hybrid body, composed of EU MS representatives (CivCom members and chaired by CivCom), augmented by national training experts.



Participants at the brainstorming pointed out that the EUCTG could become the EU's equivalent (or improved version) of the UN's Integrated Training Service (ITS). There is an appetite for a professional EU approach to the management of training: as one participant from a European crisis management centre said: "we're struggling constantly with the EU, we don't get guidance on the minimum training required, because the EU doesn't have an ITS or the staff to produce training needs assessments yet". This may change with the establishment of the EUCTG.

### Option 3: Library or Depository

On the knowledge management side, participants proposed various online options, including working with The Humanitarian Library (an independent Geneva-based NGO), creating a dedicated, new "meta-repository", and establishing a "bookshelf repository" in conjunction with an existing EU institution.

The Humanitarian Library (<https://www.humanitarianlibrary.org/>) is not a certifying organisation but a "global clearinghouse for regional humanitarian knowledge". Driven by the idea "if only we knew what we knew," it is an online platform that serves as both a formal repository and an interactive user-curated space for humanitarian knowledge management. The strength of the library lies in its "copyleft" approach, whereby all its information is in the public realm. Anyone can upload resources to the platform, communities can have conversations online and those conversations can be linked to searches using relevant hashtags. The Humanitarian Library sees itself as an enabler of knowledge sharing, not a gatekeeper. It includes an algorithm-powered search function that tailors results around your geolocation and popularity of searches. The platform is dynamic: through repeated searches, your content gets associated with related content. It is cheap to operate as it is crowd-sourced and community-moderated and these factors also lend it a level of political independence.

A related idea was to establish a “meta-repository” to manage ENTRI’s institutional knowledge as well as that of other European Commission-funded projects in the field of crisis management – including Horizon 2020 projects, such as GAP (Gaming for Peace), and Peacetraining.eu. This new meta-repository could be funded by each Commission project assigning 2% of its budget to support a small institution to run the repository. All future Commission projects would have to pay a membership fee for access to the repository.

The meta-repository would maintain two copies of every document uploaded – one unmodified version (the original project document) and a second editable version, which could be updated according to certain rules. There would be a number of challenges to overcome:

- ★ Quality management – how to ensure the quality of the material uploaded?
- ★ Access – who decides who can upload and download material to and from the site?
- ★ How to expand the repository beyond a purely EU-centric audience – to reach non-EU users, NGOs and locals in the field?
- ★ Which language(s) should the material be available in?
- ★ Who should host the repository? It needs to be a legitimate body.
- ★ How to strike the balance between a consultative project and an endlessly democratic process?
- ★ Buy-in is required from many partners to create a coalition of the willing: donors need to support the mandatory funding model, organisations need to share their intellectual property.
- ★ Who is going to design the process and take it forwards – a crucial question.
- ★ Immediate funding – the next cycle of FPI funding is not for another two years, so who would finance the set up costs?
- ★ Would this meta-repository be capable of taking over ENTRI’s key role of certifying training courses?

A similar proposal was to establish a “bookshelf repository”, allowing all of ENTRi’s knowledge to be collated in one place and to enable partners to know where to look for specific items. The quality issue came up – the repository would need technical expertise to decide which products and core materials are worth preserving. The brainstorming group suggested requesting the EUCTG to provide an online portal for their training projects, which would be accessible globally and not just to EU institutions. They also mentioned a possible alliance with the EAPTC (European Association of Peace Operations Training Centres) – which is “a loose association of training institutions fostering training cooperation and coordination at the European level while promoting a ‘comprehensive approach’.” The problem is that the EAPTC does not have a budget, nor the set-up to take on any of ENTRi’s roles or functions.

## Option 4: The NATO Model

NATO was one of the non-EU organisations to present to the brainstorming session. NATO strengthened its efforts on the duty of care of staff, especially after colleagues on a mission to Libya were threatened with abduction in 2015. NATO trains around 100 civilians a year in Civilian Pre-Deployment Training (CPDT). They have a database where all training partners can upload their syllabuses, templates and lesson plans. NATO’s training authority reviews all applications against two criteria:

- 1) Is the course in line with NATO requirements?
- 2) Is the course accredited in its own right?

NATO then offers three levels of certification:

- 1) NATO approved courses – when the course meets both criteria
- 2) NATO selected courses – when the course meets one of the two criteria
- 3) NATO listed courses – when the course meets neither criteria, but seems of interest

The accreditation process involves three steps: a self-assessment report from the training institute, a site visit by NATO's quality assurance team, and an evaluation report and decision.

The EU could finance a new project to streamline current procedures for recognising and certifying crisis management training along the lines adopted by NATO above.

## Next Steps

The brainstorming stimulated many useful and differing opinions about how best to sustain the legacy of ENTRi. All those with a stake in carrying on ENTRi's work through new systems and institutions need to find answers to the following questions:

- 1. There was consensus around the idea of uploading ENTRi's accumulated knowledge to a dynamic online knowledge-sharing platform, to enable it to be accessed, searched and updated. But who should host this platform and how should the process be managed?**

### Options proposed during the brainstorming include:

- ★ An external organisation, such as the Humanitarian Library, could absorb ENTRi's knowledge. Its strength is that all content is user-curated and in the public realm. As an independent NGO, this solution could appeal to both EU and non-EU partners.
- ★ An existing EU institution, such as the ESDC, could host ENTRi's content on its website. The ESDC could create a community of practice to promote and update it, but as an EU institution it may not attract the participation of non-EU partners.
- ★ A new "meta-repository" could be designed and funded by mandatory contributions from European Commission crisis management projects. However, questions around information quality management, access rules, host institution and sustainable funding would all need to be addressed.

## 2. There was less consensus around how to continue ENTRi's work on standards and certification of crisis management training courses.

### Stakeholders need to address the following questions:

- ★ Is there an appetite within the EU to maintain minimum standards and certification across all crisis management training, or only for security-critical courses such as HEAT and PDT?
- ★ Which model of standard-setting and certification could work best? A clear-cut system such as that operated by ENTRi, or a more nuanced approach used, for example, by NATO, which grades its certification according to certain criteria?
- ★ Which institution or set of stakeholders should set the standards and decide on certification criteria? The inclusive approach of the ESDC may not be compatible with a certification approach. Meanwhile the EUCTG may not have the resources to take on a certification role. The CPCC has a 'keen interest' in transparent standards but has no mandate to take on ENTRi's role.



## Participants | HEAT & CERTIFICATION STAKEHOLDER MEETINGS

### Thursday, 11 April 2019

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