

## Workshop



Rome, 6-7<sup>th</sup> December 2018

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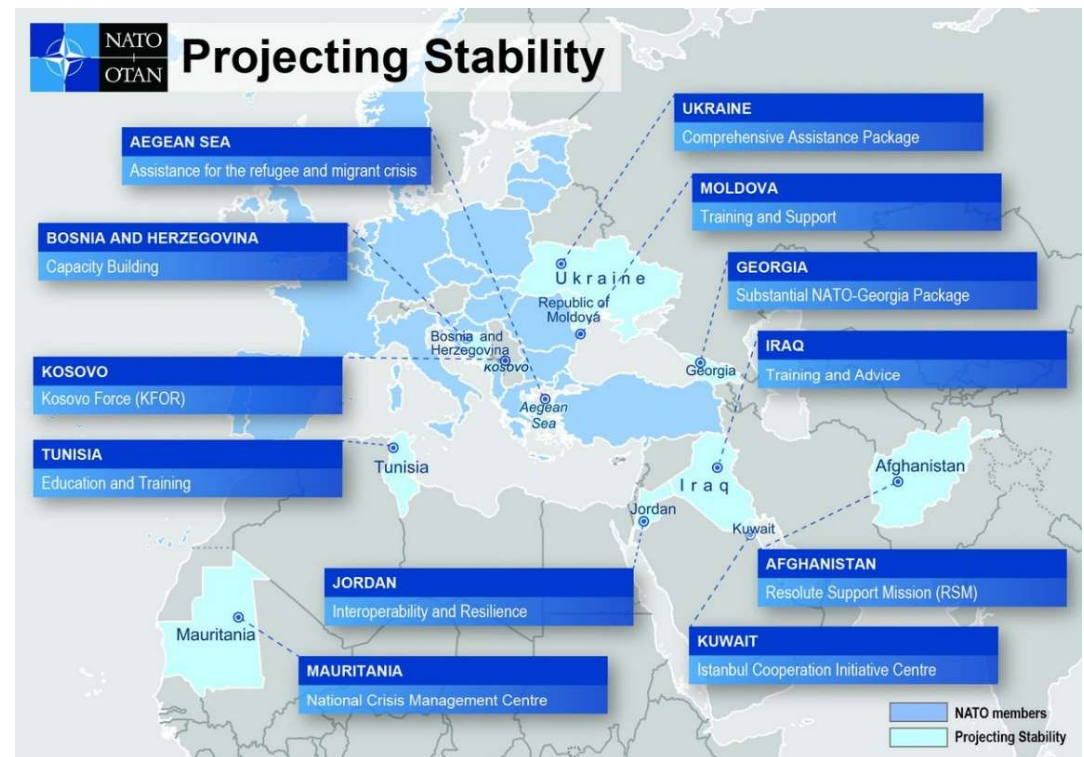
# Capacity building: challenges and opportunities in generating advisors NATO HQ perspectives

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## Origins

- Imbedded in the work on Projecting Stability (PO(2016)0727)
- Increasing need for more civilian expertise and civilian led and/or civilian heavy NATO activities
- Two main strands of work
  - Planning training and capacity building activities
  - Improving generation of non-military experts



# Planning Training and Capacity Building Activities

Identified gaps:

**How** do we plan for capacity building activities?

**What** are planning considerations?

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# A helpful tool, not a new approach

- A planning tool for activities “in more difficult circumstances and environments”
- The Council will continue to decide on planning modalities on a case to case basis
- The NCRP/OPP should continue to be used but respecting partnership requirements

## New elements

- Initiation of planning based on an official request
- Enhanced joint political-military planning underpinned by an integrated task force
- Flexibility in naming decision-making and planning phases

Identifying non-military  
experts for deployed  
training and capacity  
building activities

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# NATO Capacity Building in numbers

- 8 capacity building programs and activities
- 13 areas of assistance
- 64 specific functional requirements
- 849 non-military experts deployed / employed in 2018
- 1150 non-military experts required in 2019

*No common training requirements*

*No common Duty of Care provisions*

*Undefined legal liabilities*

# The Review\*

**WHETHER** we need it?

**YES**, in order to:

- ✓ Enhance awareness of existing mechanisms
- ✓ Enhance understanding of actors
- ✓ Increase exchange of information and best practices
- ✓ Improve synchronization of timelines and procedures

**HOW** to improve?

- ✓ Speed
- ✓ Coordination of multiple programmes
- ✓ Preparation
- ✓ Evaluation
- ✓ Legal Status
- ✓ Resources

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\* The Review of existing mechanisms for identifying non-military experts for deployed training and capacity building activities



# Improvement measures (2017/2018)

## Consolidating Community of Interest

- IS points of contacts
- National points of contacts
- Meetings with national points of contact

## Dissemination of requests for experts

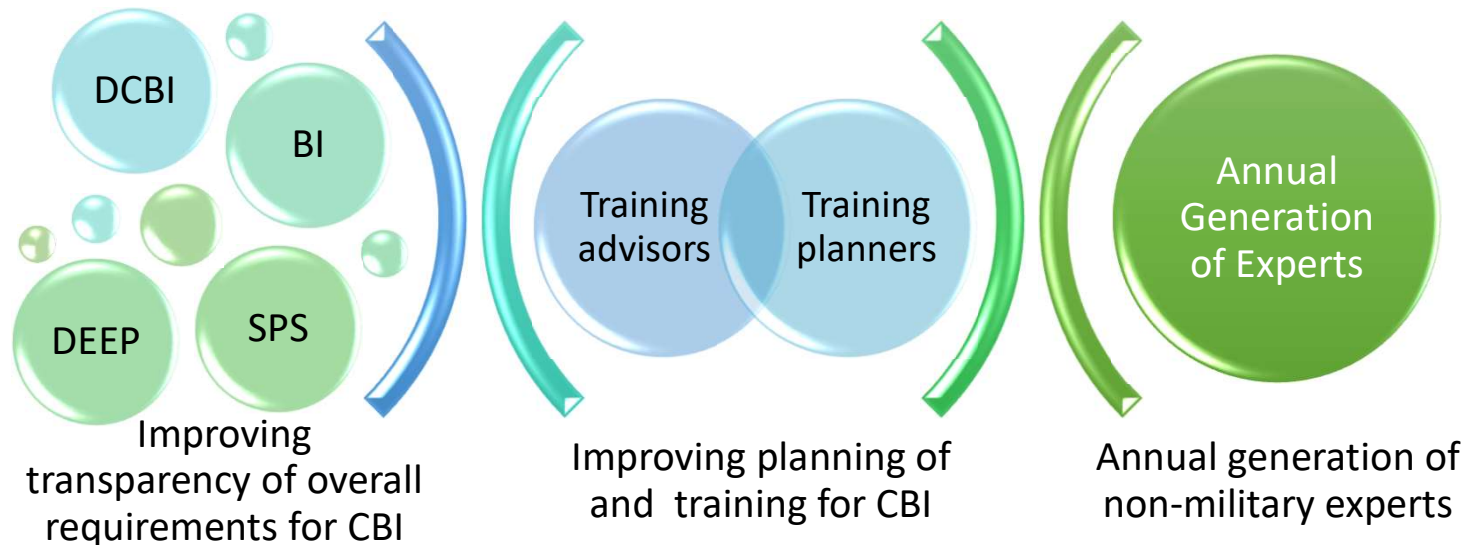
- Indicative list of consolidated requirements
- Advertising the requirements for experts on the external NATO website
- Job description template
- Exchange of letters template

## Preparation and evaluation of experts

- Mapping of existing training and evaluation courses
  - Evaluation of experts' performance
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# Remaining challenges and opportunities

- Statistical analysis of requirements vs. delivered support
- Improved training, education, preparedness and transparent duty of care
- Coherent development of other specialized databases (i.e. Women, peace and security)





# QUESTIONS?

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