





# ADVISING AS A CAPABILITY FOR SFA

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## “REQUIREMENTS FOR PLANNING OF ADVICE-DRIVEN ACTIVITIES”



**GNR**  
GUARDA NACIONAL REPUBLICANA



UMA FORÇA HUMANA, PRÓXIMA E DE CONFIANÇA

# AGENDA

- Introduction: From where I came and my objective
- Requirements for planning:
  - ✓ Ownership of the host country
  - ✓ Host country absorption capacity
  - ✓ Management of time
  - ✓ Cultural awareness
  - ✓ Coordination with actors present in the host country
  - ✓ Identification of material needs as facilitator to advice-driven activities
  - ✓ Horizontal approach of these key aspects in all planning documents

# INSERTION IN THE PORTUGUESE SYSTEM OF FORCES



GNR is a Security Force with a military status constituted by military elements organised in a special corp.

## OBJECTIVE

Share on key aspects related to planning of advising activities to be performed within a crisis management environment when local law enforcers in the domains of law, order and rule of law are unable or hampered to do it.

## REQUIREMENTS FOR PLANNING:

### Ownership of the host country

Ensure the transition of knowledge, skills, tools and capacity with respect for the full ownership of the host-country's authorities.

## REQUIREMENTS FOR PLANNING:

### Host country absorption capacity

- ✓ The level of ambition of advising activities needs to carefully mirror the actual capacity of the host country to absorb it.
- ✓ Members of the host organisation often have to "re-think" complete problem solution strategies and at the same time, they have to run their daily business in a changing environment.



# REQUIREMENTS FOR PLANNING:

## Management of time

- ✓ Advising requires patience –time- in understanding how and why certain practices prevails, working with locally relevant examples, discussing locally relevant solutions and allowing messages to be absorbed through repetition at a pace which suits the advised and his/her organisation.
- ✓ Advisors need time to reflect on why the local counterpart(s) might be resistant to any change in certain areas also, to change perspective when adequate.

Copying with the mandates' timeframe.



# REQUIREMENTS FOR PLANNING:

## Cultural awareness

- ✓ Knowledge of the host culture and sensitivity to cultural differences; advising activities are to be planned with respect for the culture of the host country.
- ✓ The respect for local culture must never compromise core Fundamental Rights values.

## REQUIREMENTS FOR PLANNING:

### Coordination with actors present in the host country

- ✓ Planners are to identify the other members (e.g. other international missions or organisations, bilateral programmes, NGOs, military components) of the international community present in the host country and indicate the need to coordinate with them.
- ✓ The need to assess if other actors of the international community are already involved in advice activities and the need for the development of a good cooperation and coordination with them to achieve synergies must be stressed through the planning documents.

## REQUIREMENTS FOR PLANNING:

### Identification of material needs as facilitator to advice-driven activities

- ✓ The identification of any material needs that might facilitate advising tasks must be foreseen in the planning process including its budgeting perspective and the establishment of Capability Projects.
- ✓ Avoid to be seen as an "equipment-deliverer" only (e. g. funding of seminars, leaflet or booklet printing, a teambuilding away-day for advising counterparts).

## REQUIREMENTS FOR PLANNING:

### Horizontal approach of these key aspects in all planning documents

- ✓ Alignment of all planning documents at the different stages.
- ✓ Planning documents are the basis for any mission benchmarking, evaluation and reporting; advising objectives, tasks and actions need to be measurable and therefore based on objectively verifiable indicators.



## Role of external actors

# Path towards sustainable capacity



Continuum of Level  
of Involvement

In  
knowledge  
transfer  
process

From drivers to passengers... And eventually totally out of the car



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# QUESTIONS? DEBATE?



teach a  
man  
to fish,



feed  
him  
for a  
lifetime

water water water water water water



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***Thank You***

**Obrigado**

