



ENTRi
EUROPE'S NEW TRAINING INITIATIVE FOR CIVILIAN CRISIS MANAGEMENT

Course Concept*
for the
SPECIALISATION COURSE ON:

GOOD GOVERNANCE & CIVILIAN ADMINISTRATION

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I. INTRODUCTION

In war-torn societies and post-conflict situations, the establishment of good governance and development of civilian administration are key issues for the guaranteed protection of human rights democracy.

Although no formal definition of good governance exists, the concept is generally meant to imply the process of decision-making and the process by which decisions are implemented (or not implemented). The government is a key actor in the governance process, but an active and involved civil society, comprised of economic actors, NGOs and others is equally important. Indeed, involving civilians to express the will of the people and develop civil society as well as in mediation activities aimed at conflict resolution and reconciliation is an important part of civilian administration by the international community and goes beyond the simple exercise of executive powers of government.

International organisations such as the UN and the EU contribute to setting up and supporting the development of democratisation processes by focusing on the establishment of civilian administration (one of the four main priority areas for civil aspects of crisis management) and good governance.

In war-torn societies, they strive to establish a governance that is consensus oriented, open, coherent, participatory, respectful of Rule of Law, effective, efficient, accountable, transparent, responsible, equitable and inclusive. The challenges faced in this process are numerous, whether they include establishing democratic control over the armed forces, setting up police and judiciary or organising free, open and democratic elections for the first time. They focus their efforts on building a civilian administration that ensures democratic participation, gender main-streaming and peaceful conflict resolution.

This revised training course, based on the courses “Democratisation and Good Governance” and “Organizing civilian administration” aims at providing participants with a theoretical framework and practical tools to allow them to support the development of good governance and the implication of civilian administration on the ground. The revision of the courses and merger of two courses into one allows to link these two concepts in a clear manner and focus efforts on improving participants’ competencies, knowledge and skills.

The programme takes into account the fact that participants have diversified experiences and professional backgrounds, some of them having already attended core courses, some of them not. The course therefore puts emphasis on interactivity and sharing of experience. Lectures, round tables, case studies, discussions and group work aim at creating a dynamic learning environment. Pragmatism and real life experiences from past missions in the field lie at the heart of the approach to the training programme; allowing participants to apprehend the complexity of peace building missions and the challenges they will be facing on the ground.

II. TARGET GROUP

The course will allow to provide training for a heterogeneous group of civilian experts with professional experience required for deployments to international civilian crisis management type missions in third countries, with a particular focus on experts selected or pre-selected for deployment, or field mission personnel.

III. OVERALL OBJECTIVES OF THE TRAINING

The overall objective of the Good Governance and Civilian Administration course is to provide the participants with a general theoretic framework and practical tools that will allow them to contribute to the establishment of good governance and a strong civil society in the field.

The course also contributes to the development of a common and shared culture among future mission members who have different cultural, professional and organisational backgrounds. Indeed, the numerous opportunities to exchange experiences and best practices during the course will support the development of a sense of common identity and purpose for mission support.

The course is based on four main modules, which are each divided into subject areas that aim at increasing participants' knowledge, skills and attitudes to:

- a) establish good governance and support state formation
- b) use organisational development, planning and managing tools for the supervision, coaching, development and execution of administrative systems in crisis situations.
- c) learn how to manage limited resources in a constantly changing environment.

Learning objectives of each subject are marked as either being essential or desirable: the number of training subjects depends on the availability of the trainers and their specific expertise. Whereas essential learning objectives form the basis for the certification process, desirable learning objectives can add by providing the participants with a wider framework and specific case study examples.

The methodology is participatory and will include case studies, scenarios, group discussion and exercises as well as preparatory pre-reading. It is foreseen that staff from existing EU field mission will be available as resource persons. Moreover, the methodology encourages the creation of new knowledge and skills through the interaction that takes place between participants with diverse experience, professional skills, and national backgrounds.

The objectives of the modules are for participants to:

- A. Understand the conceptual framework of good governance, civilian administration and related themes in a context of crisis management missions conducted by the EU and other international organisations
- B. Understand the dynamics of state formation, good governance and civilian administration and be able to use a set of tools and methodologies to contribute to democracy building in traumatised societies
- C. Be able to select and use organisational development, planning and managing tools for the supervision, coaching, development and execution of administrative systems in crisis situations.

IV. GENERAL BACKGROUND

The underlying general background to this course is the understanding that no quick-fit or unique solution exists to improve good governance and establish civilian administration: in any given situation, the choice is often between two “bad” solutions. Participants need to be aware of the difficulties and challenges they will face in the field; the opportunities provided in the course to exchange experiences and best practices will allow them to draw benefit from lessons learned all over the world.

V. MODULES

Module I: Introduction to core concepts and background

This Module aims at introducing core concepts to participants, including the definition of Good Governance, Civilian Administration, Rule of Law, democracy, Human Rights, ... The Module furthermore provides a general overview of the different civil administration functions, putting into perspective the legal and institutional framework of peace keeping missions and providing the participants with examples of setting civil administration in post conflict areas.

The Module is divided into two main subjects:

Subject 1: Conceptual framework: good governance, civilian administration, rule of law

- Meaning of terms and concepts (**essential**)
- Relation between good governance, rule of law, civilian administration, human rights and democracy (**essential**)

Subject 2: The role of the EU in crisis management

- Role and mandate of the EU (**essential**)
- Mission of EU and other international institutions in post-conflict situations (**essential**)
- Different types of interventions (**desirable**)

Module II: The dynamics of state formation

This Module focuses on the difficulties faced in traumatised societies to rebuild basic institutions and guarantee democracy and good governance. Participants will study the main lessons learnt from the last decade and how these can apply in war-torn countries today. They will focus on the importance of strengthening political authority on the one hand whilst not forgetting about legitimacy and transparency towards citizens on the other hand. An important part of the module will focus on the organisation of electoral processes as one of the first steps towards democracy building.

This Module is divided into three subject areas:

Subject 1: Democracy building in traumatised societies

- Main lessons from the last decade (**desirable**)
- Democracy and dependency (**essential**)
- NGO's in post-conflicts (**essential**)

Subject 2: Political authority, legitimacy and citizenship

- Support to political parties in a post conflict situation (**desirable**)
- Political legitimacy, communication and transparency (**essential**)
- Relations between Public Administration and Citizens (**essential**)

Subject 3: Electoral processing and organisation

- Election processes in post-conflict situations (**essential**)
- Organising a first election in a post-conflict situation (**essential**)

Module III: Strengthening civil societies and establishing good governance

Understanding the immense challenge of strengthening civil societies and establishing good governance in war-torn societies is the key focus of this module. Participants will study the different ways in which civil societies can be strengthened and the role of potential stakeholders and partners that can be involved, such as the media.

The following subject areas will be covered in this module:

Subject 1: Peace-building, capacity-building and reconstruction

- Providing technical assistance to support democratic development and capacity-building (**essential**)
- Rule of Law: establishing Rule of Law and strengthening Rule of Law (**essential**)
- Human Rights Protection (**essential**)
- The role of the Media in Peace-Building: case study (**desirable**)
- Security sector reform (**desirable**)

Subject 2: Capacity building and enhancing impact

- Promoting conflict resolution and reconciliation (**essential**)
- Nation building and conflict management (**essential**)
- Involvement of local actors and civil society (**desirable**)

Subject 3: Supporting Good Governance

- Governance re-building and institutional strengthening (**essential**)
- Increasing institutional accountability and transparency (**essential**)
- Ethical leadership, equity and inclusiveness (**desirable**)
- Conflict analysis and conflict resolution techniques (**essential**)

Module IV: Establishing a civil administration

This module will focus in particular on civil administration and how it can be re-build in post-conflict situations. Participants will study several examples presented in the form of case studies so as to work on issues related to democratic control over armed forces, reliable mechanisms of democratic control, establishing police and justice, ...

The following subjects are focal points of the module:

Subject 1: Re-establishing civil administration in post-conflict situations

- The example of justice **(essential)**
- Establishing police and justice **(essential)**
- Building multi-ethnic administration **(desirable)**
- Conflict Transformation: stabilization and reconstruction **(essential)**
- Public Administration reform **(essential)**
- Redeployment of local administration **(desirable)**

Subject 2: Establishing democratic control

- Principles of reliable mechanisms of democratic control **(essential)**
- Impact of democratic control on armed forces **(essential)**
- Democracy and the military **(desirable)**
- Military and civilian cooperation in emergencies **(essential)**