

EXECUTIVE SUMMARY

Goal: The NATO Defence Capacity Building project is focused on enhancing the capacity to not only respond to crises but also combat terrorism and develop a long-term, sustainable process and skill set that will ensure continued national crisis management capacity while enhancing national resilience.

Challenges: In a world defined by hybrid warfare and asymmetric threats, national resilience is essential to successfully responding to natural disasters, industrial accidents, and human-initiated attacks affecting critical systems in a nation. With limited resources available to meet a multitude of priority needs, a cost-effective, proven, systematic approach to crisis response and enhancing national resilience ensures the largest return on investment.

Results/Solution: The client nation successfully developed plans, procedures, training and exercise programs that encompass not only a whole-of-government approach to crisis management but also leverage and incorporate the unique capabilities and contributions available in the private sector as well as including critical infrastructure owners and operators. Senior governmental leaders at the ministerial level and above were educated and implemented an integrated programme that met their unique needs and supported an enduring and lasting institutionalized solution that would survive transitions in governmental leadership for years to come. The resulting overall system of systems was a local solution that met the client's needs and could be maintained and further refined by national personnel.

Background

The client nation faces a variety of internal and external threats including terrorism spill-over from neighboring states. With a goal of serving as a regional centre of stability, the national government reached out for assistance from multiple partner nations and international organisations, including requests for advice and assistance. Dynamis was asked to develop a Defence Capacity Building programme tailored to the nation's needs that would provide support activities in three strategic areas:

- Supporting development of a National-level Crisis Management Capability by developing and institutionalizing internal working structures and standard operating procedures and through developing stakeholder staff subject expertise and knowledge of crisis management procedures.
- Supporting national resilience through development of a National Continuity of Government Programme by providing advice on the development of a national continuity plan and on establishing an institutional interface for interaction across

various governmental bodies to ensure a whole-of-government approach to all crises response policies, plans and procedures.

- Supporting national resilience through development of a capability to conduct National Level Crisis Management Exercises by advising and assisting relevant organisations on testing their national-level Crisis Management Capability in an integrated manner, exercising the collective, whole-of-government response to a national-level crisis.

The project was completed in three phases with discrete milestones tied to events or activities that contributed to overall accomplishment of the project. Dynamis Europe personnel leveraged experience gained over decades of real-world crisis management expertise combined with decades of training and exercise experience to work with the client nation to ensure every step of the programme was built to meet local needs, not just a repackaging of existing programmes used elsewhere.

Project kickoff was initiated within 30 days of contract award with an integrated team not only meeting with national stakeholders to conduct

initiation activities, but also commencing a detailed, comprehensive analysis of the existing programmes and capabilities and way forward. This analysis was completed and provided within 60 days of contract award maximizing the time available for subsequent change management activities while ensuring those activities were optimized for the client nation's needs.



Senior Leader Seminar

Subsequent activities included:

- Validation of existing standard operating procedures and processes
- Validation of existing crisis plans
- A Senior Leader Seminar on Continuity of Government and Resiliency
- Key Stakeholder workshops on establishing a National Exercise Programme
- National Crisis Plan Workshop and Tabletop Exercise
- Continuity of Government Workshop and Tabletop Exercise
- Ministerial and Provincial-level National Crisis Plan Tabletop Exercise
- National-level Continuity of Government Exercise
- National Level Crisis Management Exercise

Results/Solutions

The client nation significantly increased its ability to prepare for and respond to crises using and

established, well-defined, systematic approach to crisis management that effectively leveraged the whole-of-government and relevant parts of the private sector.

More importantly, the training and assistance provided truly enhanced the client nation's internal capacity to conduct these activities in the future without outside assistance while also institutionalising knowledge to ensure the work accomplished would carry over as personnel transfer to other positions or leave government all together. The result was a self-sustaining program that implements an effective programmatic cycle that operates independent of specific people or skills in an enduring fashion.

Conclusion

The client nation was able to accomplish the programme objectives in an cost-effective, enduring fashion that not only maximized the return on investment but also achieved the stakeholder engagement and buy-in necessary for continuing programme success. More importantly, it was a truly local solution that met the client nation's specific institutional, organizational and cultural needs with demonstrable results, capability improvements and success.



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