

# FROM SENSE-MAKING TO DECISION-MAKING

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## Sharing experiences on the management of transboundary crises in the EU

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4 April 2019 / Romanian Permanent Representation to the EU, 107 Avenue de Cortenbergh, B-1000, Brussels

A seminar involving approximately 70 crisis management officials from national capitals and EU institutions. Participants will be welcomed to participate in a mixture of plenary sessions and interactive working groups.

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### PROGRAMME

08:30-09:00

#### Registration

09:00-09:30

#### Opening address and welcome remarks

Raed Arafat

Secretary of State, Head of the Department for Emergency Situations, Romanian Ministry of Internal Affairs

Florence Gaub

Deputy Director, EUISS

#### Session 1 - The strategic crisis management landscape: lessons, threats, and capabilities

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09:30-10:15

### KEYNOTE SPEECH

*This lecture will provide participants with a broad understanding of the challenges that public organisations and strategic decision-makers face in crisis situations. The aim will be to provide participants with lessons-learned from a select number of past crises, especially with regard to gaps in the response architecture and capabilities.*

Arjen Boin

Professor, Leiden University

10:15-10:45

### LOOKING TO THE NEXT CRISIS: WHAT IF...?

*This opening session will look at strategic foresighting methodologies and scenarios. The EUISS will present a recent publication on crisis scenarios that features 12 'grey swan' simulations. This short presentation will also include an overview of the strategic foresighting methodologies developed and used by the EUISS.*

*Speakers*

**Florence Gaub**

Deputy Director, EUISS

**Daniel Fiott**

Security and Defence Editor, EUISS

10:45-11:00

### Coffee break

11:00-12:00

### THE EU TOOLBOX FOR STRATEGIC CRISIS MANAGEMENT

*The purpose of this short panel is to alert participants to the various features of the EU's strategic crisis management architecture. Not only will participants be presented with a visual overview of the EU's decision-making architecture, but representatives from key bodies and agencies will react to the presentation by discussing the tools they respectively use for crisis management.*

*Moderator*

**Arjen Boin**

Professor, Leiden University

*Panelists*

**Daniel Fiott**

Security and Defence Editor, EUISS

**Jan Alhadeff**

Head of Civil Protection Unit, Integrated Political Crisis Response, General Secretariat of the Council of the EU

**François Fischer**

Head of Analysis Division, INTCEN, EEAS

**Wolfgang Philipp**

Head of Unit, Crisis Management and Preparedness in Health, DG SANTE, European Commission

**Jeffery Piper**

Senior Expert of International Energy Issues, DG ENERGY, European Commission

**Florin Urseanu**

Head of Unit, Crisis Management, Secretariat General of the European Commission

**Ben Waites**

Senior Specialist, Office of the Executive Director, EUROPOL

## Session 2 - Terrorism, Hybrid Threats, Cyber or Pandemics: Preparing for future complex crises

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12:00-12:30

### CRISIS MANAGEMENT SIMULATION: RED TEAMING

*Here, a transboundary crisis simulation focusing on internal security in Europe will be presented. The simulation will take place in a fictitious European country and centre on a combination of terrorism and hybrid threats. The response, which will be for discussion in the next session, will require participants to think about national decision-making processes and opportunities for involving EU bodies and capacities. Analysts from the EUISS will play the role of the 'red team' and use a visual presentation to animate the simulation - participants will receive supporting documents.*

*Speakers*

**Florence Gaub**

Deputy Director, EUISS

**Tarik Meziani**

Integrated Political Crisis Response, General Secretariat of the Council of the EU

12:30-13:30

### Networking Lunch

13:30-15:15

### CRISIS MANAGEMENT SIMULATION: BLUE TEAMING

*This session will allow participants to develop a common response to the crisis simulation presented before lunch. Participants will play the role of the blue team and devise a response to the red team simulation. The aim is for participants to be divided into smaller groups to devise a strategic response to the crisis simulation presented. Group responses will be presented in a plenary format during the time allotted. During the response, participants are invited to think about whether and how EU structures and tools could help in the response strategy. This session will therefore be interactive in nature and require participant input.*

*Facilitators*

**Daniel Fiott**

Security and Defence Editor, EUISS

**Tarik Meziani**

Integrated Political Crisis Response, General Secretariat of the Council of the EU

15:15-15:30

### Coffee break

15:30-16:45

### INTERACTIVE CRISIS MANAGEMENT DISCUSSION

*This closed-door session will allow participants to raise questions about the EU crisis response architecture and to identify capability gaps. Participants will be invited to share good practices from national processes and response mechanisms that have allowed them to prepare, prevent, respond or recover from similar crisis situations.*

*Facilitators*

**Daniel Fiott**

Security and Defence Editor, EUISS

**Tarik Meziani**

Integrated Political Crisis Response, General Secretariat of the Council of the EU

16:45-17:00

### CONCLUDING REMARKS: THE WAY AHEAD ON STRENGTHENING COOPERATION

*Concluding the event, a representative from the EUISS will detail the main take-aways from the workshop. This session will also outline future initiatives including the development of preparedness policy, training and awareness-raising and more.*

**Florence Gaub**

Deputy Director, EUISS