



The International Security
Sector Advisory Team (ISSAT)

The Geneva Centre for the
Democratic Control of Armed
Forces (DCAF)



Capacity-building and Training Courses for Security Sector Reform (SSR)



The Approach

This brochure provides information on a package of capacity-building and training courses focusing on the security sector reform (SSR) and the different actors and processes that are typically involved. The courses have been developed on behalf of the International Security Sector Advisory Team (ISSAT) of the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and its Operations Department for Southeastern Europe.

The audiences for which the courses have been prepared have ranged widely. For example, some courses have catered to whole of government groups from development donors. Others have been designed for members of a national security sector – representatives of the executive, parliament, civil society as well security forces and providers. Often, the courses have been delivered to multinational actors active in the area of SSR or participants working on SSR in a specific region. Some courses have been meant specifically for young people who are interested in building basic skills for their current or future work in the area of security.

The courses have the following features:

- they are designed to help participants build **practical skills** for activities in the area of SSR;
- they are **highly interactive**: they aim to create a multi-directional learning environment in which participants and facilitators alike exchange experience with a view to enriching one another's knowledge and skills - this co-learning approach is particularly suited to SSR training and the needs of adult learners;
- they are delivered by a team of **experienced trainers with field experience**;
- they take a **modular approach**, which makes it possible to combine components from different programmes;
- they work with **customised agendas** that are tailored to the needs of participants by the facilitation team in cooperation with the sponsoring organisation.

As a not-for-profit organisation, workshop fees are meant to cover costs only and are set in agreement between ISSAT and the organisation requesting the training. Workshops are free for ISSAT members and non-members supported by a mandate provided by an ISSAT member.



The Programme

GENERAL SSR COURSES

- Introduction to security sector reform (SSR)
- Comprehensive SSR training

COURSES ON CROSS-CUTTING ISSUES

- Oversight and accountability
- National security strategies
- Optimising the effectiveness of a national security system
- Strengthening régional security cooperation

COURSES FOR SUB-SECTOR ACTORS

- Building NGO capacity for the security sector
- Building media capacity for the security sector

SKILLS-BUILDING FOR JUNIOR SECURITY SECTOR PROFESSIONALS

and TRAIN the TRAINERS for the courses above.



Introduction to SSR

This is an introductory course meant for practitioners involved in designing and delivering donor SSR programmes, including staff from both partner countries and bilateral and multilateral donors.

ISSAT has used the course in different formats, for example, in countries undertaking an SSR process to help build local capacity and ownership or in a whole-of-government mode in donor countries or in a whole of system mode in IGOs, with a view to fostering greater coherence in the SSR effort.

The course gives participants an understanding of the SSR concept and how it has been implemented in practice. It brings to life the practice of SSR with case studies drawn from the facilitators' field experience. The choice of modules can be varied to suit the interests and needs of the audience.

The length of the course is typically two to three days.

A short version of this course has been delivered to senior personnel in national ministries and international governmental organisations.



Introduction to SSR

- What is SSR?
- Why has it emerged?
- What are the key norms underpinning SSR?
- Who plays a role in a typical security sector?
- Who are the key actors implementing SSR and supporting its implementation, and how do they understand SSR?
- What are the main SSR programme areas?
- What are the different contexts for SSR and how do they differ?

- Why is SSR such a political process?
- Why does an SSR process need to be inclusive and gender sensitive, and how can this be ensured?
- How can SSR actors enhance the overall coherence of their individual efforts?

How to undertake SSR programming – an introduction!

- analysing the status quo for gaps and challenges
- identifying programme priorities
- brainstorming programme elements for the short- and medium-term within a set budgetary package



Comprehensive SSR Training

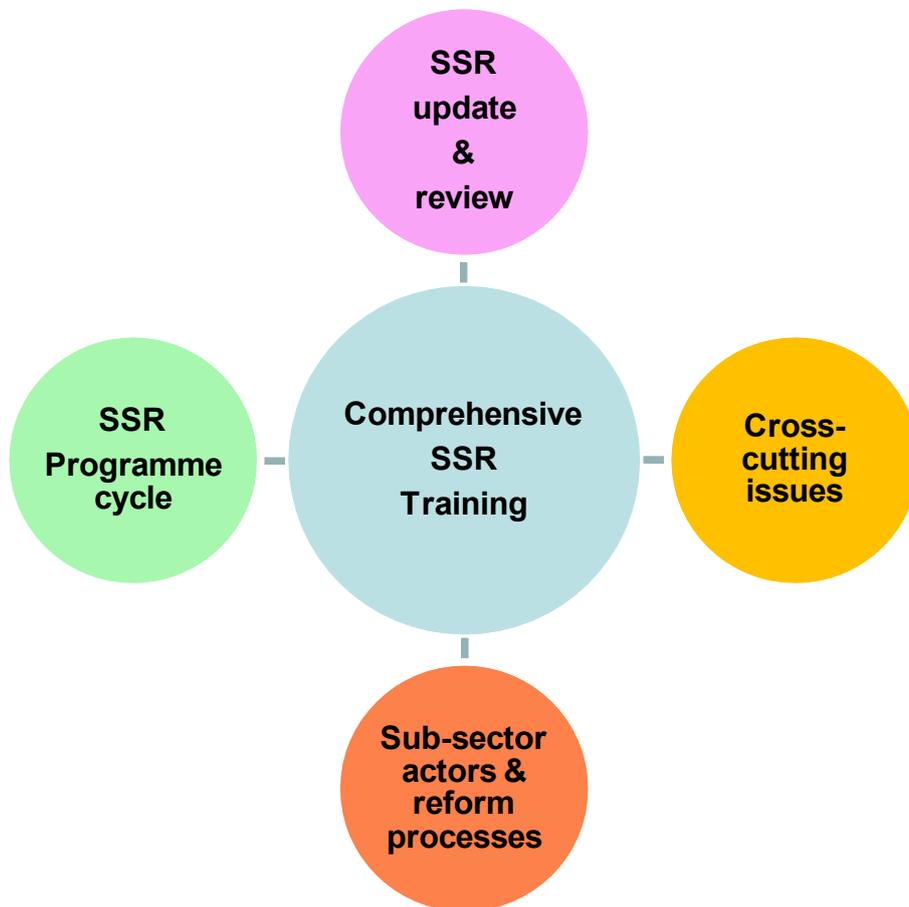
This week-long course targets practitioners that have already worked on SSR in the field or are about to be deployed to a SSR posting. It can also be of interest to headquarters personnel charged with managing an SSR process.

In distinction to the introductory SSR course, it takes an-in-depth look at the different actors involved in a typical security sector as well as sub-sector reform processes and their relationship to SSR. The course also devotes more time to the different methodologies used in the SSR programme cycle.

The course has been developed for ISSAT and delivered in different versions, most recently at the Austrian Study Center for Peace and Conflict Resolution in the context of the European Security and Defence College.



Comprehensive SSR Training





Oversight and Accountability

This course gives participants an understanding of the importance of oversight and accountability (O &A) in optimising the effectiveness of the security sector and ensuring that it serves the needs of the population. The key actors and mechanisms will be explained. Participants will learn about the different challenges faced in the area of O & A and how they can be overcome.

The course makes extensive use of case studies from a range of contexts focusing on the different dimensions of oversight.

The course is meant for security sector practitioners – parliamentarians and their staff, civil society organisations and other actors involved in O & A - wishing to enhance their knowledge and skills in the area of O & A. Participants will benefit from having completed an introductory SSR course.

The course has been delivered in various formats through ISSAT as well as in SEE through the DCAF Operations Division.

The course typically lasts 2 to 2.5 days



Oversight and Accountability

What is oversight and accountability and why is it important?

Who are the different actors involved in O & A?

What are the tools and techniques available to oversight actors?

What are the main challenges to effective oversight and accountability?

How can these challenges be overcome?



National Security Strategies

National security strategies provide guidance and direction to security actors, giving them an overarching framework for coordination and cooperation.

This course takes participants through the steps that are typically involved in drafting a NSS, and discusses both good and not-so-good practices.

The course looks at how security strategies have been developed for a range of actors and reviews different methodologies that can be used.

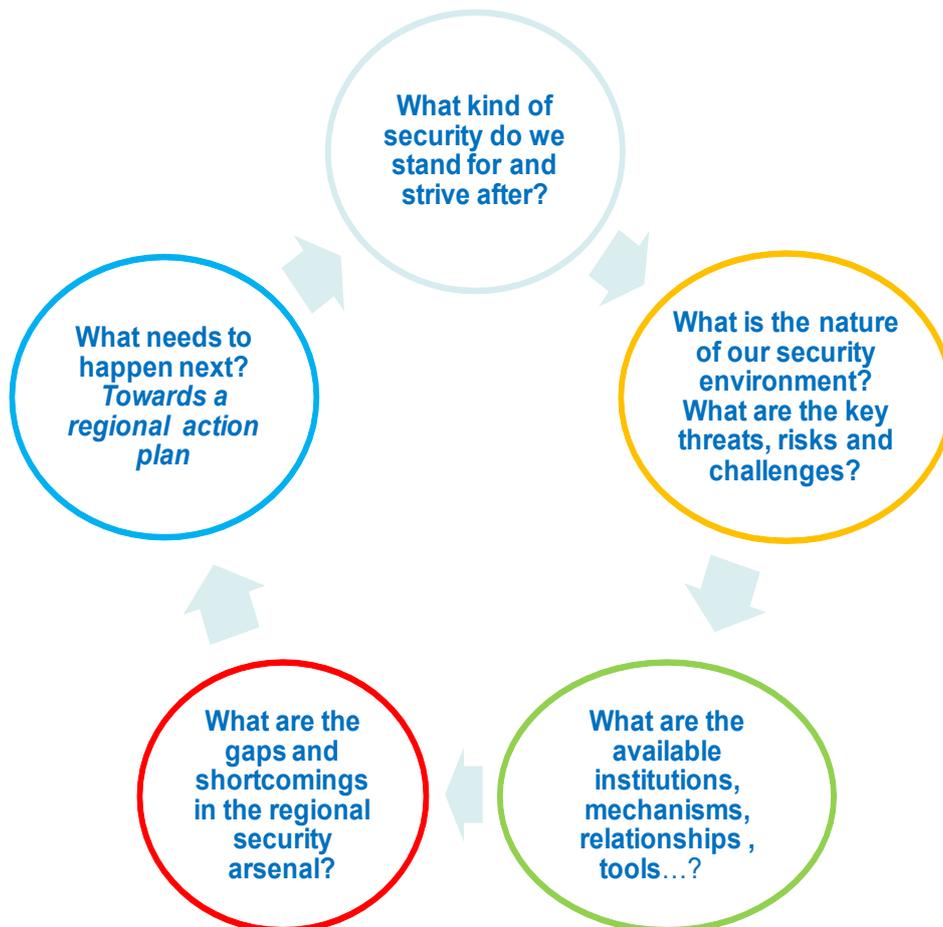
The course can be helpful to actors embarking on the drafting of a security strategy or can alternatively prepare facilitators involved in such a process for their assignment. In this mode, the course typically lasts 2-3 days.

ISSAT has delivered this course in various formats, as has DCAF's Operations division for SEE.





National Security Strategies





Optimising the effectiveness of a national security system

To perform effectively, a national security system needs above all to have an agreed, coordinated approach to the country's security, engage the public and be subject to effective oversight.

This course has been delivered by DCAF's Operations Division for SEE in different formats and contexts, including in the Western Balkans and the Southern Caucasus.

It can be particularly useful for countries emerging from conflict or in formative states.

Facilitators privilege use of examples of national practice and lead exercises giving participants opportunities to reflect on how to optimise the effectiveness of their national security system.

The course typically lasts 2-3 days. The structure can also serve as the basis for a multi-event programme.

Optimising the effectiveness of a national security system

Who are the key actors in a National Security System?



What are the key relationships?



How to best structure the security system?



How to obtain the best advice from security advisors?



How to develop a coordinated approach on the part of the security actors?



How to implement and follow up decisions?



How to ensure the requisite transparency and accountability of the security system?



Strengthening Regional Security Cooperation

A key variable in determining whether a national security system operates effectively is its interface with its regional environment. This course is designed to help national decision-makers initiate and/or develop a process of regional security cooperation and build cooperation and confidence among regional partners.

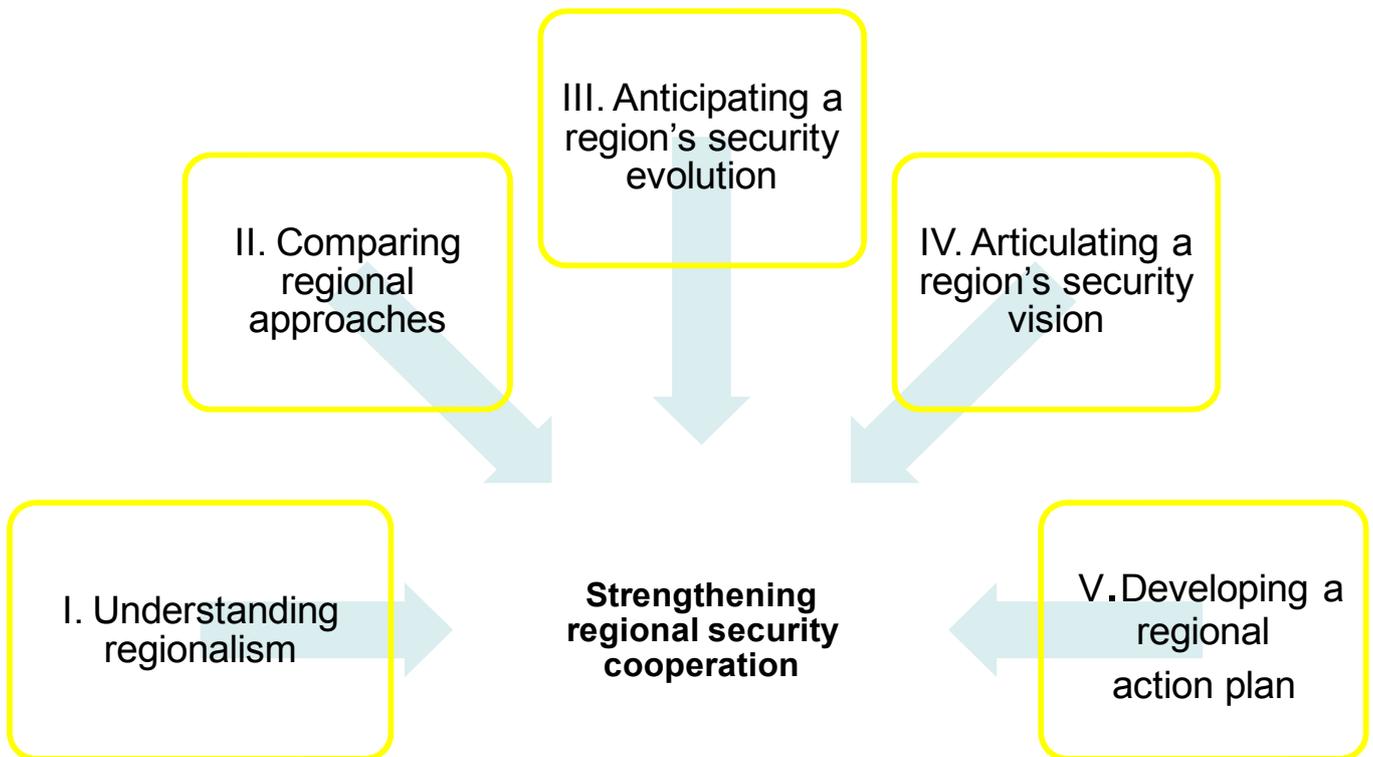
The course has been delivered for DCAF's Operations Division for SEE in different formats and to various audiences in the Western Balkans, a challenging environment where determined efforts remain necessary to overcome a legacy of war and mistrust.

The course would likely also prove useful in other post-conflict regions. Even regions that have been spared such experience, however, need to work to ensure that their approach is a match for their region's challenges. This course is also meant to help them meet this objective.

The course has so far been delivered as a multi-event programme but could also be offered in a 2 to 3 day format.



Strengthening Regional Security Cooperation





Building NGO capacity for the security sector

This course is inspired by the crucial role played by non-governmental organisations (NGOs) in oversight, monitoring, policy development, and training for the security sector.

This course is designed to help NGOs– think tanks, professional associations, religious organisations and similar bodies – to build and/or strengthen their capacity for supporting SSR. Course participants normally come from a range of NGOs and often include representatives of other security sector actors interested in working together with NGOs. It can also be adapted for a regional or international audience.

After introductory sessions on the concept of SSR and its implementation, the course typically provides participants with an opportunity to map the security sector they are focused on, identify the roles played by different NGOs in the security sector, and with the help of case studies, to learn about common challenges facing them and how they have been addressed in different settings. Examples are: identifying entry points for SSR in a challenging political environment, monitoring the performance of the security forces, ensuring the public receives adequate information about their role and building the capacity of NGOs to support governmental policy development. The final component of the course can be used to help CSOs develop or update an Action Plan to guide their joint activity.

The course has been delivered in various formats by ISSAT in South and Southeast Asia, and by DCAF's Operations Division for SEE in the Western Balkans.

The course typically lasts 2-3 days but can also be redesigned as a multi-event programme.



Building NGO capacity for the security sector





Building media capacity for the security sector

The media has an indispensable role to play in ensuring effective and responsible behaviour on the part of the security forces. In developing, formative and transformative states, the media is called upon to assume new roles and responsibilities that require a changed mind-set and different skills. At the same time, the media in many mature democracies also needs to evolve if it is to meet the demands of a democratically controlled and overseen security sector.

This course is designed to help media actors rise to these challenges. It normally has five components: the media's role and responsibility in the area of security in a democratic society; the role of the international media in this context; reporting methods and techniques; a drafting exercise in English; a simulation exercise simulating dealing with tough questions and situations. To date it has been mainly delivered in various formats to media representatives in Western Balkan countries on behalf of DCAF's Operations Department for SSE.

The course typically lasts 2-3 days but can be restructured as the basis for a multi-event programme.



Building media capacity for the security sector

I. The media and the national security sector: roles & responsibilities

II. The media and international security actors

V. Handling tough situations

III. Reporting methods and techniques for a responsible media

IV. Tips on drafting in English



Skills–building for junior security sector practitioners

Often young professionals lack basic skills that they need to perform effectively in their country's security sector or to represent their country in a regional or international organisation.

This course is designed to help address this gap. It has been delivered for DCAF's Operations Division for SEE in the Young Faces programme for the Western Balkans and in the Parliamentary Staff Advisors Programme for personnel working with their parliamentary security and defence committees in SEE.

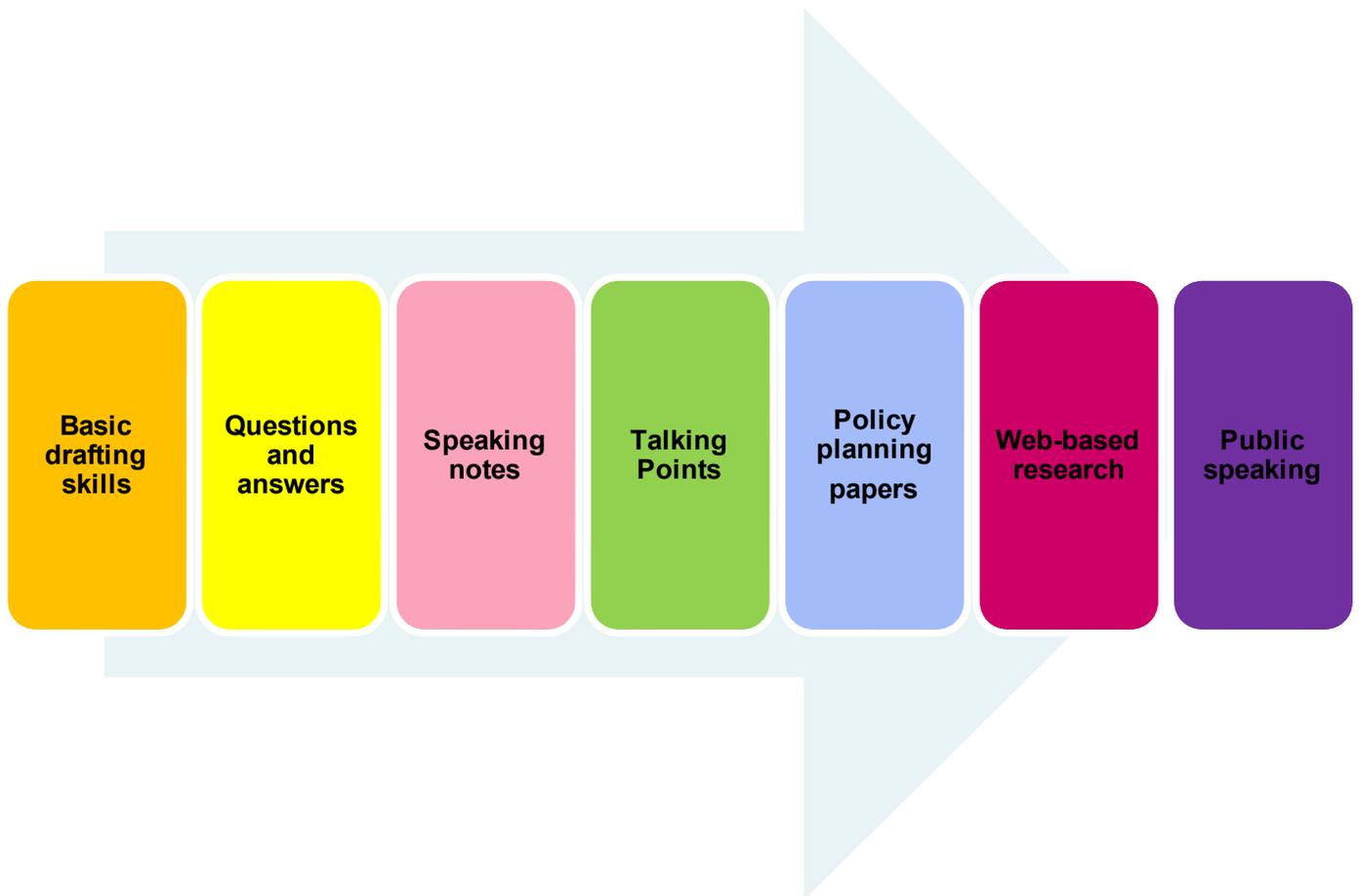
The course requires participants to produce several written products on which they are given feedback and then required to redraft.

The language of instruction is English.

The course consists of several events spread out over a longer period; for example, 3 events per 12 months over the period of a several years.



Skills–building for junior security sector practitioners





Train the Trainers (TtT)

This course is designed to build training capacity in the area of SSR.

So far, it has been delivered to audiences interested in learning how to deliver an introductory SSR course or how to facilitate a security strategy drafting process. In principle, the approach can be adapted as a TtT for any of the courses featured in this brochure.

The outline of the programme provided on the next page is that of a TtT for an introductory SSR course .

After an introductory session on SSR (yellow module), the approach is for the facilitators to deliver a number of modules (see the blue modules for examples) using different methodologies, which are assessed by participants against certain criteria. In the next phase, participants discuss the specificities of SSR training and brainstorm the different methodologies that can be used (green modules). Here the co-learning approach is introduced with several examples. The final phase (red modules) involves participants working in groups to plan an SSR module and then presenting to the plenum.

Train the Trainers (TtT)





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The Geneva Centre for the Democratic Control of Armed Forces (DCAF)

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is one of the world's leading institutions in the areas of security sector reform (SSR) and security sector governance (SSG).

DCAF provides in-country advisory support and practical assistance programmes, develops and promotes appropriate democratic norms at the international and national levels, advocates good practices and conducts policy-related research to make recommendations to ensure effective democratic governance of the security sector.

DCAF's partners include governments, parliaments, civil society, international organisations and the range of security sector actors such as police, judiciary, intelligence agencies, border security services and the military.

The International Security Sector Advisory Team (ISSAT)

The International Security Sector Advisory Team (ISSAT) is a multi-donor initiative, developed at the Geneva Centre for the Democratic Control of the Armed Forces (DCAF).

The ISSAT brings together policy and operational security sector reform (SSR) expertise, from the developmental, security, defence and diplomatic domains, in order to provide the international community with comprehensive advice both on the technical and the process aspects of supporting SSR.

The Association for Security Sector Reform Education and Training (ASSET)

The Association for Security Sector Reform Education and Training (ASSET) is a professional association of education and training organisations and institutions that support the development of SSR capacity within governments, donors, security sector institutions, parliaments, civil society organisations and international/regional organisations.

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