THE INTERNATIONAL SECURITY SECTOR ADVISORY TEAM
THE GENEVA CENTRE FOR THE DEMOCRATIC CONTROL OF ARMED FORCES

ISSAT Programme of Work
2016 – 2019

Providing operational support to reinforce the international community's security and justice reform capacity

17.12.2015

CONTENTS

INTRODUCTION

DCAF's International Security Sector Advisory Team (ISSAT) provides practical support to the international community in its efforts to improve security and justice, primarily in conflict-affected and fragile states. It does this by working with a group of member states and institutions to develop and promote good security and justice reform practices and principles, and by helping its Members to build their capacity to support national and regional security and justice reform processes.[1]

This document outlines the Programme of Work (PofW) for 2016-2019, and sets out the main strategic objectives, and expected outcomes for ISSAT over the same period.

The PofW is a document that:
- Sets the priorities and development goals for ISSAT, for the strategic investment of resources;
- Establishes benchmarks and metrics for assessment of progress towards achieving goals;
- Is flexible, and will evolve, grow and change over time;
- Will guide ISSAT in making decisions about what areas to emphasise and how to invest ISSAT's resources.

ISSAT within DCAF

- ISSAT is a division of DCAF. DCAF's mission is to assist partner states, and international actors supporting these states, to improve the governance of their security sectors. ISSAT contributes to this mission by providing services to donors and multilateral organisations that are Members of the ISSAT Governing Board.

- ISSAT's Governing Board is a committee of and reports to DCAF's Foundation Council; the Head of ISSAT is a member of the DCAF Directing Board and reports to the DCAF Director and the ISSAT Governing Board.

- ISSAT is one of several operational divisions within DCAF, benefitting from DCAF's administrative and logistical support.

- Unlike DCAF's other operational divisions, ISSAT does not directly implement SSR programmes; it provides support to its Members around four service lines, which comprise advisory field support, training and capacity development, knowledge services and advocacy and outreach.

- ISSAT's work across all of its service lines is complementary to the work of other DCAF divisions, which focus on the provision of more long-term operational support directly to a country and undertake research and policy work at the request of either a donor or beneficiary.

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[1] In line with DCAF ISSAT's Strategy, the terms "security sector reform (SSR)", "security and justice sector reform" and "security and justice development" are used interchangeably within ISSAT to emphasise that the notion of "SSR" as commonly understood encompasses both the security and the relevant justice institutions.

SECTION I

1.1.   STRATEGIC OBJECTIVES FOR 2016 - 2019

The Strategic Objectives (SOs) listed below, set out the medium to long-term contribution that ISSAT intends to provide to its Members. The SOs are oriented toward delivering a valuable and relevant service to ISSAT Members, with a focus on enabling ISSAT Members to be more effective and impactful in their support to SSR. These objectives are consistent with, and build upon, the ISSAT Strategy.

ISSAT provides Members with:

SO1.   High quality and timely programming support.
ISSAT support is based on solid SSR experience and international good practice. The aim of ISSAT support is to enhance the impact, sustainability, local ownership, gender sensitivity and positive outcomes of programmes.

SO2.   High quality, experience-based training, guidance and tools.
ISSAT integrates lessons from the field into the range of support it provides to Members, to better prepare their staff for working in SSR contexts. Training, guidance, and tools are available to, promoted and used by the wider international community as well as by Members.

SO3.   Opportunities to learn and advocate on emerging issues and trends and programming lessons.
ISSAT will continue to create opportunities for the SSR community to work and develop the field, and to participate in SSR activities. The aim of such advocacy is to encourage the transfer of knowledge, and strengthen the relevance and impact of international good practice among Members and the wider international community**.**

SO4.   Facilitation of learning and collaboration between disciplinary approaches and among ISSAT Members.
ISSAT support builds connections between national and multilateral SSR approaches and knowledge, and brings in the full range of disciplines involved in SSR. The aim of disciplinary exchange and joint approaches is to enhance efficiency of support (to Members and Host Nations), develop greater complementarity, and improve national, regional and international practice and policy.

SO5.   **Continuous improvement in how ISSAT operates**.
ISSAT is an organisation committed to continuous learning, with strong financial and management processes.

1.2.   ISSAT DEVELOPMENT GOALS FOR 2016 – 2019

Building upon the successful delivery of SSR support to Members under the 2014-2015 Action Plan, ISSAT intends to work towards refining and improving the services it delivers over the course of the 2016-2019 Programme of Work. ISSAT will adapt the support it delivers to Members by targeting the five Development Goals (DGs) below:

DG1.   Focus on increasing ISSAT's contribution and input into the early stages of SSR missions, and build more long-term relationships at country or programme level, through participation in assessments, mandate discussions and design processes for regional/multilateral and bilateral missions/programmes.

By contributing as early as possible to SSR missions, ISSAT can work with Members to ensure good practice is built into planning and implementation from the start of a mission. This approach promises to improve the effectiveness and efficiency of ISSAT support to Members by actively engaging with Missions earlier in their programme and over the full spectrum of the reform process.

DG2.   Improve ISSAT's contribution to the full range of high-level security and justice reform training options, including pre-deployment preparation and in-mission training, in peacekeeping centres and regional or multilateral missions.

By focusing on high-level specialist SSR training, and targeting those who are in a position to have the greatest influence on SSR activities and outcomes, ISSAT will ensure that its capabilities are focused on achieving the greatest impact on Members SSR outcomes. ISSAT will work with Members to support the efficient and effective delivery of high-level SSR training to those that require it, including working with multilateral actors to improve pre-deployment and in-mission training.

DG 3.   Move ISSAT's engagement up the value chain in terms of capacity building to work more with those in leadership and management positions within bilateral, regional or multilateral missions.

Given the political nature of SSR processes, the full support and active involvement of senior leadership is a critical enabler of effective SSR. ISSAT recognises this, and will endeavour to focus more on ensuring the correct leadership and management are targeted for support.

DG 4.   More effectively link ISSAT's operational support to our guidance and training development. ISSAT aims to provide holistic, consistent, and validated tools, guidance and advice for its Members and the International Community's SSR efforts.

ISSAT will continue to work to build the quality and relevance of all of its knowledge products and training programmes to ensure that they meet the needs of the Members and represent the best

available advice. ISSAT will work more proactively to ensure that Members have access to "ISSAT's voice" to inform internal discussions and provide evidence to influence senior decision makers.

DG 5. Increase the number of joint mandates and scope of operational cooperation between ISSAT Members.

A fundamental component of ISSAT's role is to support the coordination of Members in their delivery of SSR. ISSAT will work to ensure that this occurs from the very start of ISSAT involvement, through a focus on joint mandates wherever possible and appropriate.

1.3. CORE SERVICES PROVIDED BY ISSAT

ISSAT provides four core services to its Members:

- Advisory Field Support (AFS)
- Training and Capacity Development (TCD)
- Knowledge Services (KS), and
- Advocacy and Outreach (A&O)

The collective objective of all these services is to help Members, and the wider security and justice community, to provide support to security and justice reform in line with international standards. This means delivering support that reinforces local ownership, addresses problems of accountability and effectiveness, and manages the political, technical and holistic dimensions of security and justice reform, with more effective external and internal coordination. The inter-connectivity between the four services means that ISSAT's work is based firmly on experience, analysis and the use of good practice.

ISSAT does not directly implement SSR programmes; it reinforces its Members in their efforts to support security and justice reform. ISSAT's four service lines are designed to reinforce Members in a number of ways as follows:

1. **Advisory Field Support (AFS)**
   ISSAT offers its Governing Board Members targeted, project-specific security and justice support at both headquarters and field level. Support is provided primarily through short-term, in-country deployment of core staff and expert roster members. ISSAT deliberately does not cover long-term human resource gaps, as these need to be recruited properly and staffed by the Governing Board Member. AFS support is achieved through:
   - **Conceptualising, planning and conducting assessments**
   - **Designing security and justice programmes**
   - **Reviewing and evaluating programmes**
   - **Long-term backstopping combined with short-term technical support**
   - **Coaching and mentoring field staff**

Requests for ISSAT AFS services have evolved over the past years from being standalone activities (such as a single assessment,) to the establishment of long-term partnerships with Governing Board Members, covering multiple years and different aspects of the programme cycle. The last three years have seen an increase in requests for mid-term reviews and evaluations, and the past year has seen an increase in requests for programme formulation. ISSAT has developed a strong capacity to deliver AFS services in anglophone, francophone, hispanophone and lusophone contexts.

Over the next four years, ISSAT intends to maintain its support to Governing Board Members' programming requests, and develop its focus on long-term support, by prioritising follow-on mandates that build on previous engagements. ISSAT will encourage its Members to consider building in a drawdown capability for *ad hoc* support during the stages that follow on from initial ISSAT support. This could include comments on plans to take forward recommendations, or supporting the analysis of options to overcome particular obstacles in implementation.

ISSAT intends to be more proactive in facilitating coordination through encouraging specific mapping mandates for key countries of shared/common donor interest, as well as a greater commitment to sharing mandate reports amongst Members and the wider SSR community. Given that leadership and management of SSR assistance is so critical, ISSAT plans to focus on including better guidance for managing implementation into its support at the early phases of programming (with greater emphasis on managing the politics and risk).

Following on from the findings from the 2015 "What works in security and justice programming" mandate, and building on ISSAT's current assistance to Members' policy development, ISSAT intends to improve how operational insights are analysed and inform the implementation of Members' strategies/policies. Programme level lessons on the implementation of SSR, encountered during mandates to the respective Governing Board Members, will contribute to analytical reporting designed for use by Members to inform policy-level practice.

ISSAT will also move to ensure that personnel have adequate time following missions to build knowledge products for the wider SSR community, and ensure lessons are integrated into training modules.

2. Training and Capacity Development (TCD)
ISSAT supports the conduct of training as a core instrument to develop capacity and awareness on security and justice reform for personnel in the field and at headquarters. This is achieved through:
- **Introductory security and justice sector reform training**
- **Advanced security and justice sector reform training**
- **E-learning**
- **Specialised training**
- **Support to training development**

Since its establishment, ISSAT has developed a strong reputation within the SSR community for high quality SSR training. Over the years, ISSAT's trainings have continued to evolve, with a clear demand for more advanced Level 2 trainings on SSR, as reflected in the large number of applications for places for each training, particularly in French. ISSAT has also taken its trainings to the field in a bid to reach out to a broader audience including SSR practitioners on the ground. Similarly, it has increased its outreach through the development of a series of online courses that are now hosted on ISSAT's recently-developed e-learning platform.

During the past few years, ISSAT has also succeeded in developing a long-term relationship with its training partners. As such, it has provided support to a number of peacekeeping training centres to design and deliver their own SSR trainings.

As part of its priorities over the next four years, ISSAT will aim to be viewed as a standard-setter for SSR trainings, providing advice and support to institutions seeking to develop or improve their SSR trainings. In order to achieve this, ISSAT will actively engage with training circles and Networks working on SSR. Similarly, ISSAT will focus on establishing longer-term partnerships with peacekeeping trainings centres in order to support the integration of SSR into the broader peacekeeping training curricula. ISSAT will also aim to develop a new trainings targeting senior level decision makers working on SSR and/or related issues. Finally, ISSAT will aim to cater to the growing demand for francophone trainings through an increased number of training products in French.

3. Knowledge Services (KS)

Through its Knowledge Services, ISSAT documents lessons and good practice, and fosters a learning environment for security and justice practitioners to exchange information, share good practice and facilitate communication, notably through:

- **The Security and Justice Reform Community of Practice (CoP)**
- **Methodology and guidance development**
- **Development of practical tools**
- **Lesson learning facilitation**
- **Trends and challenges mapping**

Having built a solid base of over 2500 practitioners registered in the DCAF-ISSAT online Community of Practice (as at 1 September 2015), Knowledge Services will now work to encourage greater exchange of information between practitioners, so that they can better draw on each other's experiences and the many lessons that already exist. Due to the nature of their affiliation with state security actors, JSSR practitioners are, in general, cautious of using online forums and social media. Knowledge Services therefore, will need to lead by example through highlighting how to focus on positive lessons and illustrate outcome and impact. The work done in 2015 on highlighting the work of the Zimbabwe Peace and Security Programme has forged an excellent example in this regard, and Knowledge Services will seek mandates to build on this good work.

Over the next four years, ISSAT will work to better integrate the timely creation of evidence based knowledge products into its operational tempo, and increase the number of modalities used to disseminate this information to SSR practitioners. This is the concept of ISSAT's Principles in Practice series, launched already with Local Ownership, and moving on to Coordination, Political Engagement, Sustainability, and Non-State Actor Engagement over the next year. Each web page overview is supported by case studies and links to further external material. In the longer term, Knowledge Services will seek to develop better evidence of the benefits of starting SSR early and across all security sectors, and develop practitioner engagement with the SSR research community.

Advocacy and Outreach

ISSAT's A&O activities aim to bring about a whole-of-government and whole-of-system approach by its Governing Board Members, facilitate greater coordination, broaden knowledge on security and justice reform lessons, trends and challenges, and encourage the use of good practice across the wider international community. This is achieved through:

- **Capital and Headquarters briefings and security and justice reform sensitisation**
- **High Level Panels/Forums**
- **Governing Board meetings**
- **Support to policy development**
- **Connecting practitioner communities**

Leveraging the experience gained from ISSAT's mandates and knowledge tools and evidence produced and documented by Knowledge Services, ISSAT's A&O activities will seek greater influence on SSR policy and debate in the future. This includes working more closely with multilaterals as well as engaging with related subject areas and key-non Governing Board Members. These include Preventing/Countering Violent Extremism, Mass Atrocity Crimes Prevention, Responsibility to Protect, other members of the European Union, developing economies such as Brazil and South Africa, as well as drawing on the experience of major players such as the Australia and the USA.

Beyond successfully reaching out, A&O activities will seek to encourage greater collaboration between Governing Board Members and between practitioner communities, in line with good practice on aid effectiveness. Such advocacy takes time and perseverance to coordinate, and so ISSAT will seek to bring together joint mandates from Governing Board Members in order to encourage their participation, feedback, collaboration and adoption. Examples in this area are support to the EU SSR policy revision, the incorporation of SSR indicators into the new UN Sustainable Development Goals, and the backstopping of work on the role of the military in conflict prevention.

Performance, Finance and Logistics (PFL)

ISSAT's PFL team aims to ensure that ISSAT operates in an efficient and cost-effective manner. This includes support with the management and oversight of ISSAT's finances, budgets and accounts, the organisation and coordination of ISSAT's activities, the continuous improvement of internal and operational procedures, and the monitoring and measuring of ISSAT's performance. This is achieved through:

- **Planning, mission support, and reporting**
- **Financial management and accountability**
- **Management and measurement of performance**
- **Development and coordination of internal procedures**
- **Recruitment/Development of Core Staff and Roster with requisite skills**

Over the course of Action Plan 2014-2015, ISSAT has undertaken a full review of its internal management system and has put in place a number of new procedures, particularly in the area of financial accountability, measurement of performance and operating processes. This has ensured that donors' standards have been met, notably in terms of reporting requirements and project funds management.

In particular, ISSAT has intensified its efforts to gather Members' feedback, notably on completion of each mandate and activity. These new methods have helped to ensure that quantitative and qualitative feedback is gathered and reported. In addition, these facilitate comparisons that are more accurate and enable ISSAT to better show progress over time.

Taking into account the steady annual increase in Members' requests for support, ISSAT will continue to adapt to future adjustments required by Members' standards, including Result-Based Management. During the period 2016-2019, PFL's key areas of focus will remain the continuous evaluation and updating of management structures and procedures, both administrative and financial; the enhancement of skills and broadening of competences of core staff and roster personnel; and the improved measurement of the extent to which ISSAT's products and services are delivering value to Members.

SECTION II

ISSAT STRATEGIC OBJECTIVES - OUTCOMES AND INDICATORS

As mentioned before, the Strategic Objectives are the medium to long-term contribution that ISSAT intends to provide to its Members, while acknowledging that other factors beyond its direct control also influence their achievement.

Each Strategic Objective is linked with several Outcomes, which are the medium-term changes that ISSAT intends to achieve by 2019 through its work and in collaboration with partners. Progress against each Outcome will be measured with an identified quantitative indicator and matched with a qualitative evaluation, which will enable the assessment of success against contributing to accomplishing the Strategic Objectives.

See subsequent pages for the details.

PROGRAMME OF WORK — 2016-2019

VISION — In line with DCAF's overall aim, the International Security Sector Advisory Team (ISSAT) strives to contribute to improved security and justice as a means to help prevent violent conflict, build sustainable peace and establish a conducive environment for achieving the Sustainable Development Goals (SDGs).

STRATEGIC OBJECTIVES

SO1. HIGH QUALITY AND TIMELY PROGRAMMING SUPPORT.

ISSAT support is based on solid SSR experience and international good practice. The aim of ISSAT support is to enhance the impact, sustainability, local ownership, gender sensitivity and positive outcomes of programmes.

Direct support to Members' programmes remains ISSAT's core service and primary focus. ISSAT predicts that it will conduct an average of 12 advisory mandates a year in support of Members' programmes, but would stress that individual mandates are becoming more complex and often involve multiple missions. ISSAT intends to consolidate its approach of developing longer-term (i.e. single mandate) partnerships with Governing Board Members' country programmes.

SO2. HIGH QUALITY, EXPERIENCE-BASED TRAINING, GUIDANCE, AND TOOLS.

ISSAT integrates lessons from the field into the range of support it provides to Members, to better prepare their staff for working in SSR contexts. Training, guidance and tools are available, promoted and used by the wider international community as well as by Members.

ISSAT continues to support a wide range of international actors with training and guidance. ISSAT intends to conduct an average of 8 core trainings per year over the next four-year cycle. ISSAT will support these specific trainings with knowledge products developed to inform the full range of SSR actors.

SO3. OPPORTUNITIES TO LEARN AND ADVOCATE ON EMERGING ISSUES AND TRENDS, AND PROGRAMMING LESSONS.

ISSAT will continue to create opportunities for the SSR community to work and develop the field, and to participate in SSR activities. The aim of such advocacy is to encourage the transfer of knowledge, and strengthen the relevance and impact of international good practice among Members and the wider international community.

In support of the development of SSR community knowledge ISSAT will conduct up to 8 capital visits and sensitisations for core Members and strategic partners per year, and will contribute to the spread of SSR knowledge through involvement in international policy processes such as the development of the Sustainable Development Goals (SDGs).

SO4. FACILITATION OF LEARNING AND COLLABORATION BETWEEN DISCIPLINARY APPROACHES AND AMONG ISSAT MEMBERS.

ISSAT support builds connections between national and multilateral SSR approaches and knowledge, and brings in the full range of disciplines involved in SSR. The aim of disciplinary exchange and joint approaches is to enhance efficiency of support (to Members and Host Nations), develop greater complementarity, and improve national, regional and international practice and policy.

ISSAT expects the successful launch of the new website to support the continuation and expansion of the CoP as a knowledge space for SSR interactions.

SO5. CONTINUOUS IMPROVEMENT IN HOW ISSAT OPERATES.

ISSAT is an organisation committed to continuous learning, with strong financial and management processes.

ISSAT's human and financial management resources/procedures are continuously reviewed and strengthened, ensuring high quality administrative and logistical support to ISSAT, as well as transparency and accountability to ISSAT Members.

ISSAT has refined and improved how it reports progress against its objectives as part of the process of creating this Programme of Work (POW), and will continue to assess and refine its measurements of success in providing support to Members. In addition to providing opportunities for Core Staff development, ISSAT will maintain and develop its roster member capability to ensure that it adequately covers the range of SSR requests that come in.

PROGRAMME OF WORK — 2016-2019

VISION	In line with DCAF's overall aim, the International Security Sector Advisory Team (ISSAT) strives to contribute to improved security and justice as a means to help prevent violent conflict, build sustainable peace and establish a conducive environment for achieving the Sustainable Development Goals (SDGs).

STRATEGIC OBJECTIVES	SO1. HIGH QUALITY AND TIMELY PROGRAMMING SUPPORT.	SO2. HIGH QUALITY, EXPERIENCE-BASED TRAINING, GUIDANCE AND TOOLS.

OUTCOMES

OUTCOME 1.1 ISSAT Members consistently assess ISSAT support to their programmes to be of high quality.	INDICATOR 1.1 % of ISSAT mandates where ISSAT met or exceeded mandator expectations.	OUTCOME 2.1 ISSAT trainings contribute to better job performance.	INDICATOR 2.1 % of female and male respondents among former ISSAT training participants who – after one year – indicated that the training they attended has contributed to enhancing their work performance.
OUTCOME 1.2 Participants in ISSAT trainings perceive that the training is useful for their programmes.	INDICATOR 1.2 % of female and male training participants who rated the training as useful or above at the end of course evaluation.	OUTCOME 2.2 ISSAT's operational experiences are directly linked to the tools, guidance,trainings provided to Members.	INDICATOR 2.2 Number of knowledge / training / methodology products developed or updated per AFS mandate.
OUTCOME 1.3 ISSAT support in SSR programmes results in positive changes.	INDICATOR 1.3 % of recommendations in mandate reports (e.g. assessments, programme proposals, mid-term reviews, evaluations, etc.) taken forward by the mandator within the following 12 months.	OUTCOME 2.3 ISSAT's Community of Practice (CoP) continues to bring SSR personnel into contact with high quality guidance, tools and training.	INDICATOR 2.3 Average monthly use of the CoP/Nos of downloads of tools/guidance.
OUTCOME 1.4 ISSAT support to its Members helps promote gender-sensitive SSR processes in line with international good-practice.	INDICATOR 1.4 The average gender breakdown of personnel and participants in ISSAT mandates. *(focused on ISSAT teams deployed, training participants and ensuring ToRs have a gender component)*	OUTCOME 2.4 ISSAT provides the SSR community with high quality, original guidance and tools.	INDICATOR 2.4 Number of new, original ISSAT knowledge products.

SERVICES	Advisory support, training and capacity building, knowledge services, advocacy and outreach

PROGRAMME OF WORK — 2016-2019

VISION	In line with DCAF's overall aim, the International Security Sector Advisory Team (ISSAT) strives to contribute to improved security and justice as a means to help prevent violent conflict, build sustainable peace and establish a conducive environment for achieving the Sustainable Development Goals (SDGs).

STRATEGIC OBJECTIVES	SO3. OPPORTUNITIES TO LEARN AND ADVOCATE ON EMERGING ISSUES AND TRENDS, AND PROGRAMMING LESSONS.	SO4. FACILITATION OF LEARNING AND COLLABORATION BETWEEN DISCIPLINARY APPROACHES AND AMONG ISSAT MEMBERS.	SO5. CONTINUOUS IMPROVEMENT IN HOW ISSAT OPERATES.

OUTCOMES

OUTCOME 3.1 ISSAT supported mandates fully include Members' staff.	INDICATOR 3.1 % of mandates that include personnel from a mandator or partner country/ institution.	OUTCOME 4.1 ISSAT includes multiple Members in its activities.	INDICATOR 4.1 % of ISSAT activities involving knowledge and experience sharing amongst more than one GB member.	OUTCOME 5.1 ISSAT recruits and retains talented individuals with diverse skills and experience.	INDICATOR 5.1 % of staff positions filled per year (disaggregated by gender).
OUTCOME 3.2 ISSAT contributes to the International Community's discussion on emerging issues, trends and programming lessons.	INDICATOR 3.2 Number of demands for ISSAT input to papers, products and events.	OUTCOME 4.2 ISSAT trainings includes and supports cross-agency multilateral and host nation personnel.	INDICATOR 4.2 Number of multilateral training opportunities supported over the year.	OUTCOME 5.2 ISSAT has transparent, accurate and audited financial accounts.	INDICATOR 5.21 % of difference between estimated mandate budget and actual mandate expenditure. INDICATOR 5.22 Financial accounts are completed, audited and made available to members annually.
		OUTCOME 4.3 ISSAT's A&O efforts encourage collaboration and sharing of knowledge between different disciplines.	INDICATOR 4.3 Average number of institutions included during training/A&O mandates/activities.	OUTCOME 5.3 ISSAT's internal processes improve the quality of services delivered to Members.	INDICATOR 5.3 % of mandates that included an After Action Review (AAR) within three months of completion of the mandate.

SERVICES	Advisory support, training and capacity building, knowledge services, advocacy and outreach