



Draft Course Agenda
Advanced Training on Security Sector Reform (SSR)
25 FEBRUARY - 01 MARCH 2019
HERMITAGE, UNITED KINGDOM

Description

The international community is increasingly focused on the challenges of insecurity and conflict as a barrier to political, economic and social development. It is clear that if states are to create the condition in which they can escape from a downward spiral wherein insecurity, criminalisation and under-development are mutually reinforcing, socio-economic and security dimensions must be tackled simultaneously.

The traditional concept of security is being redefined to include not only the security of states but also a clear focus on the safety and wellbeing of their peoples. With the recognition that security and development are inextricably linked, this has resulted in greater focus and scrutiny of how security and justice are provided in countries. Security Sector Reform has now become a central component of efforts to overcome the cycle of conflict and the causes of fragility, from Sudan to Sierra Leone and from the Honduras to the Solomon Islands.

However, a key challenge faced by actors supporting the implementation is to ensure that the necessary capacity is available. The reform of security and justice institutions is both a political and technical exercise, and often takes place against a background of resistance to change. It requires expertise in a number of disciplines, and a diverse mix of skills and knowledge. Above all, it demands sensitivity to the need for a coherent, coordinated institutional approach that will help translate SSR policy into effective programmes on the ground. Although the concept of SSR has made considerable progress in recent years, there still remains an important gap in the practical knowledge and expertise relating to the subject. It is for this reason that the 77th Brigade UK Army will conduct an **“Advanced Training on Security Sector Reform (SSR)” from 25 February – 01 March 2019 at Denison Barracks Hermitage.**

This five-day intensive residential course will be carried out in collaboration with the International Security Sector Advisory Team of the Geneva Centre for the Democratic Control of Armed Forces (DCAF/ ISSAT).

Drawing on a combination of practical, hands-on exercises, this advanced course will aim to enhance the skills, capacity and strategic thinking of participants on SSR principles through the sharing of views and experiences in SSR trends and practice. It will highlight issues such as the principles and characteristics of SSR, enhancing governance and oversight of security and justice institutions, the linkages between justice and police reform and the development of national security strategies. The course will also develop soft skills and will focus on the role of a SSR advisor. Throughout the course, participants are encouraged to engage in the collective sharing of experience and reflections on specific topics. Participants will be exposed to many of the tools and techniques used by SSR practitioners on the ground. Focusing on practical exercises, case studies and role plays, this intensive course helps

participants understand the challenges relating to SSR and helps elaborate possible solutions to common roadblocks.

Course Objectives

At the end of the training participants will be able to:

- Build a practical understanding around the concept and key characteristics (1-2-3) of SSR, based on debate and discussions, exercises and case studies;
- Enhance skills required for effectively support SSR programmes;
- Examine various aspects of SSR including justice, police and defence reform and the interlinkages between these components;
- Identify key lessons and latest trends from practical SSR experiences;
- Engage in dialogue and experience sharing with fellow participants, facilitators and external experts.

Target Audience

This advanced training is aimed at those who are just about to be deployed in support of a bilateral, regional or multilateral mission to support security sector reform programmes. More specifically, the course targets senior practitioners and professionals – including civilian, military and police personnel, as well as civil society representatives and professionals from the private sector – who are working closely on issues related to SSR such as governance, rule of law, police reform, defence reform, justice reform disarmament, demobilisation and reintegration etc. The course also targets those involved in programming, programme management, mission conduct and planning and/or in political/ policy dialogue. The organisers intend to select a highly diverse group of participants in terms of professional and organisational background, age and nationality, as well as with regards to gender balance.

Language

The course will be conducted entirely in English.

Pre-requisites

All candidates applying for this advanced course on SSR should have successfully completed an introductory course on SSR. This course can be completed online through registration on the DCAF/ISSAT website (top right): <http://issat.dcaf.ch/Learn/E-Learning/Introduction-to-Security-Sector-Reform>.

Upon acceptance into the course, it is required that all participants complete a pre-course questionnaire. The deadline for completion of the Pre-Course Questionnaire for selected applicants is **Friday, 15 February 2019**. The questionnaire can be accessed on the DCAF/ISSAT Training Space or directly via the following link:

- ASSR [77th Brigade – Pre-course questionnaire](#)

Methodology

The course will use interactive, co-learning methodology aimed at encouraging participants to share knowledge and experience with each other, and to adopt a problem-solving approach through a series of hands-on practical exercises, case studies, simulations and group activities. **Participants are expected to contribute actively during the course.**

Logistics – Details to follow

Opening/ Closing
Foundation modules
Core modules
Soft Skills
Group exercise

Outline for Advanced Course on Security Sector Reform (draft)

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Opening Piet, Heather & 77 Bde	Session 4 <i>Defence & Security Module I</i> Andy Cliffe & Steve Little	Session 8 <i>Policing & Justice Module I</i> Piet & Sue Drysdale	Session 12 <i>Guest Speaker: Col John Waklin</i> SSR Assessment, M&E oversight of Programmes Piet & Heather	Session 16 <i>Participant SSR Stories (cont)</i> Piet & Heather
Session 1 <i>Introduction 1: Concept, policy framework & contexts of SSR</i> Piet & Heather	Session 5 <i>Defence & Security Module II</i> Andy Cliffe & Steve Little	Session 9 <i>Policing & Justice Module II</i> Piet & Sue Drysdale	Session 13 <i>SSR Assessment, M&E oversight of Programmes and Exercise</i> Piet & Heather	Session 17 <i>Trends and Challenges/ Lessons Learning/ Experience sharing</i> Piet & Heather
Session 2 <i>Governance & SSR</i> Piet & Heather	Session 6 <i>Exercise</i> Andy Cliffe & Steve Little	Session 10 <i>Exercise</i> Piet & Sue Drysdale	Session 14 <i>Soft Skills : Effective Advising</i> Piet & Heather	Wrap up, evaluation and conclusion Piet, Heather & 77 Bde VIP (tbc)
Session 3 <i>Governance Exercise</i> Piet & Heather (Steve A)	Session 7 <i>Exercise</i> Andy Cliffe & Steve Little	Session 11 <i>Exercise</i> Piet & Sue Drysdale	Session 15 <i>Guest Speaker & Participant SSR Stories:</i> Steve Anning	

PROGRAMME OUTLINE - UK 77 Brigade Security Advanced Sector Reform Programme (ASSR) 2019

SUNDAY, 24 Feb			
Time	Session title	Session description	Session objectives
1900-2100	Ice-Breaker (Hermitage)	This will mark the start of the 2019 programme, with staff and participants gathering to meet to receive an initial orientation brief from the Centre. This will be followed by opportunity to meet each other on informal basis	<ul style="list-style-type: none"> Receive a UK 77 Bde welcome and orientation brief laying out the week ahead. Course networking and relationship building
DAY 1 - 25 Feb			
Time	Session title	Session description	Session objectives
0900-1030	Opening session and Group Introductions	This session will introduce the facilitators and training participants as well as course objectives and ground rules for the course. Sometime will also be spent identifying the expectations of participants.	<ul style="list-style-type: none"> Describe the overall objectives and course contents; List the common ground rules that will be respected during the course.
1030 - 1100	COFFEE		
1100 - 1230	Session 1: Concept, policy framework and contexts of SSR	This session will define review the notion of security, the security sector, and SSR. It will additionally cover the concept, evolution, and key policy documents related to SSR (UN, EU, AU, OSCE). It will also highlight the characteristics of SSR and the different contexts within which SSR programmes are undertaken.	<ul style="list-style-type: none"> Define and differentiate between the notion of security, the security sector and security sector reform; Understand SSR approaches of multilateral organisations; Examine challenges of supporting SSR in fragile environments
1230 -1330	LUNCH		
1330 - 1500	Session 2 : Governance and SSR	This module will introduce the notion of governance, its importance to SSR and how it can be integrated into SSR programmes. Particular emphasis will be put on addressing the root causes of corruption.	<ul style="list-style-type: none"> Identify and describe components of good governance; Identify the varied and multidimensional challenges of governance of the security sector; List practical examples of good governance in SSR.
1500-1530	COFFEE		
1530-1700	Session 3: Governance/SSR Exercise	Scenario-based exercise on Governance and SSR related programming and assessment	<ul style="list-style-type: none"> Application of various diagnostic techniques; Discuss the strengths and weaknesses of different approaches and techniques; Describe the complexity and political nature of Governance development in a security reform context.
	Option to run a joint Gender/Human Rights session	Option to run facilitated discussion on Human Rights & Gender based issues within an SSR context	
1700-1730	Day 1 Programme review	Participants to review the inputs of the day against the course objectives and expectations and make suggestions for improvement.	<ul style="list-style-type: none"> Summarise key learning points of the day; Provide recommendations for course improvement.
DAY 2			

26 Feb

Time	Session title	Session description	Session objectives
0830-0900	Recap of previous day	A participant will be invited to share his/her own experiences related to the key ideas developed during the previous day.	<ul style="list-style-type: none"> • Share practical experiences related to SSR.
0900 – 1030	Session 4: Security and Defence I	This module will provide an overview of the defence and security sector, with a specific focus on the role national security strategies in providing direction for defence and security reform. This module will also highlight the linkages between DSR and other SSR processes.	<ul style="list-style-type: none"> • Identify the range and diversity of a locally-owned national security strategy process; • Trace the process of defence reform; • Describe role of defence/defence reform in SSR.
1030 -1100	COFFEE		
1100 – 1230	Session 5: Security and Defence II	This module will provide an overview of the defence and security sector, with a specific focus on the role national security strategies in providing direction for defence and security reform. This module will also highlight the linkages between DSR and other SSR processes.	<ul style="list-style-type: none"> • Identify the range and diversity of a locally-owned national security strategy process; • Trace the process of defence reform; • Describe role of defence/defence reform in SSR.
1230 -1330	LUNCH		
1330 -1500	Session 6: Group exercise	Scenario-based exercise on reforming a country’s security apparatus, with a particular focus on advising national policy-makers on security-related issues.	<ul style="list-style-type: none"> • Describe the complexity and political nature of developing a defence reform strategy.
1500-1530	COFFEE		
1530-1700	Session 7: Group exercise	Scenario-based exercise on reforming a country’s security apparatus, with a particular focus on advising national policy-makers on security-related issues.	<ul style="list-style-type: none"> • Describe the complexity and political nature of developing a defence reform strategy.
1700–1730	Day 2 review	Participants will review the modules and methodologies of the day against the course objectives and expectations and make suggestions for improvement.	<ul style="list-style-type: none"> • Summarise key learning points of the day; • Provide recommendations for course improvement.

**DAY 3
27 Feb**

Time	Session title	Session description	Session objectives
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0830-0900	Recap of previous day/ Sharing of experiences	A participant will be invited to share his/her own experiences related to the key ideas developed during the previous day.	<ul style="list-style-type: none"> • Share practical experiences related to SSR.
0900-1030	Session 9: Integrating Justice & the Police I	This module will explore the notions of justice and police reform, as well as rule of law. It will highlight the importance of ensuring coherence between justice, police and rule of law with the broader justice and security sector and encourage the adoption of a holistic approach to SSR.	<ul style="list-style-type: none"> • Explain the importance of access to justice; • Demonstrate the importance of working across the whole chain of justice; • Describe why justice matters to SSR.
1030 - 1100	COFFEE		
1100 - 1230	Session 10: Integrating Justice & the Police II	This module will explore the notions of justice and police reform, as well as rule of law. It will highlight the importance of ensuring coherence between justice, police and rule of law with the broader justice and security sector and encourage the adoption of a holistic approach to SSR.	<ul style="list-style-type: none"> • Explain the importance of access to justice; • Demonstrate the importance of working in complementarity across the whole chain of justice; • Describe why justice & coherent approaches matter to SSR.
1230 - 1330	LUNCH		
1330 - 1500	Session 11: Group exercise	Scenario-based exercise on justice and police reform, with a particular focus on the development of strategies to understand and work across the justice sector.	<ul style="list-style-type: none"> • Apply a people-centred approach to justice issues; • Examine the holistic nature of SSR by working across the criminal justice chain;
1500 - 1530	COFFEE		
1530-1700	Session 12: Group exercise (continued)	Continuation of the scenario-based exercise on justice and police reform, with a particular focus on the development of strategies in dealing with Governance and Ethics linked to Gender-Based Violence.	<ul style="list-style-type: none"> • Apply a people-centred approach to justice issues; • Examine the holistic nature of SSR by working across the criminal justice chain;
1700 - 1730	Day 3 review	Participants will review the modules and methodologies of the day against the course objectives and expectations and make suggestions for improvement.	<ul style="list-style-type: none"> • Summarise key learning points of the day; • Provide recommendations for course improvement.
DAY 4 28 Feb			
Time	Session title	Session description	Session objectives

0830 - 0900	Recap of previous day/ Sharing of experiences	A participant will be invited to share his/her own experiences related to the key ideas developed during the previous day.	<ul style="list-style-type: none"> • Share practical experiences related to SSR.
0900 - 1030	Session 14: 1. Guest Speaker slot: Col John Waklin (view from the field) 2. Monitoring & evaluating security & justice support programmes	This module will provide an overview of monitoring and evaluation, highlight its importance to the delivery of successful SSR, and discuss its role as a key component in the learning cycle.	<ul style="list-style-type: none"> • Define the terms monitoring and evaluation; • Explain the importance of M & E in SSR; • Describe practical M & E tools used in SSR. • Case Study on Planning, Coordination Simulation,
1030 - 1100	COFFEE		
1100 - 1230	Session 13: Monitoring and evaluating security and justice support programmes & Group exercise	Scenario-based exercise focused on measuring the success of security and justice programmes.	<ul style="list-style-type: none"> • Develop indicators to measure the success of SSR programmes; • Discuss the challenges of evaluating SSR programmes
1230 - 1330	LUNCH		
1330 – 1430	Session 15: Effective Advising	This module will define advising and identify key qualities of an effective advisor. Participants will also discuss the challenges of working in a complex environment and identify ways for effectively engaging as an advisor with various stakeholders both on the ground and at the HQ level.	<ul style="list-style-type: none"> • Define the role of a justice and security advisor; • Indicate the attributes of an effective advisor; • Discuss the dilemmas of being an advisor.
1430 – 1500	COFFEE		
1500 – 1630	Session 16: Trends and challenges in supporting SSR programmes - Guest speaker and/or Participant Presentations	This session will focus on the UK approaches to SSR and Development, its current regional activities and priorities, as well as lessons identified and the likely future context.	<ul style="list-style-type: none"> • Discuss UK approaches to SSR and development engagement
1630-1700	Day 4 review	Participants will review the modules and methodologies of the day against course objectives and expectations, with suggestions for improvement.	<ul style="list-style-type: none"> • Summarise key learning points of the day; • Provide recommendations for improvement.
DAY 5 01 Mar			
Time	Session title	Session description	Session objectives

0830 - 0900	Recap of previous day	A participant will be invited to share his/her own experiences related to the key ideas developed during the previous day.	<ul style="list-style-type: none"> • Share practical experiences related to SSR.
0900 - 1030	Session 17: Trends and challenges in supporting SSR programmes: Participant Case Studies (cont)	In this session, participants are invited to share their practical experience related to SSR. Key trends and challenges based on ISSAT's own experience in supporting SSR processes on the ground will also be discussed.	<ul style="list-style-type: none"> • Describe good practices and lessons identified from recent SSR support programmes; • Share experience with other participants
1030 - 1100	COFFEE		
1100 -1200	Course evaluation and conclusion	This session will summarise the key messages presented during the week. Participants will review course modules and methodologies against course objectives and expectations and make suggestions for improvement.	<ul style="list-style-type: none"> • Summarise key learning points of the day; • Provide recommendations for course improvement.
1200-1300	LUNCH		