



## Course Agenda

### Advanced Training on Security Sector Reform (SSR)

25 - 29 JUNE 2018  
WARMINSTER, UNITED KINGDOM

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#### 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 – 29 June 2018 at the UK Land Warfare Centre, Warminster.

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, 30 June 2017**. The questionnaire can be accessed on the DCAF/ISSAT Training Space or directly via the following link: ASSR 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 2   | DAY 3   | DAY 4   | DAY 5   |
|--|---|---|---|---|
| <b>Opening</b>   | <b>Session 4</b><br><i>Security Module I</i>  | <b>Session 8</b><br><i>Justice Module I</i>           | <b>Session 12</b><br>Soft Skills : Effective Advising                       | <b>Session 15</b><br>Trends and Challenges/<br>Lessons Learning/ Experience sharing |
| <b>Session 1</b><br><i>Introduction 1: Concept, policy framework &amp; contexts of SSR</i> | <b>Session 5</b><br><i>Security Module II</i> | <b>Session 9</b><br><i>Justice Module II</i>          | <b>Session 13</b><br><i>Exercise and Debrief- Monitoring SSR Programmes</i> | <b>Session 16</b><br>Trends and Challenges/<br>Lessons Learning/ Experience sharing |
| <b>Session 2</b><br><i>Governance &amp; SSR</i>  | <b>Session 6</b><br><i>Exercise</i>           | <b>Session 10</b><br><i>Exercise</i>                  | <b>Session 14</b><br><i>Evaluating SSR programmes</i>                       | <b>Wrap up, evaluation and conclusion</b>   |
| <b>Session 3</b><br><i>Governance Exercise</i>   | <b>Session 7</b><br><i>Exercise</i>           | <b>Session 11</b><br>Soft Skills : Effective Advising | <i>Guest Speaker / Student SSR Perspectives</i>                             |   |

**DAY 1**  
**25 June 2018**

| <b>Time</b> | <b>Session title</b>  | <b>Session description</b>   | <b>Session objectives</b>  |
|-------------|---|--|--|
| 0900-1030   | Opening session   | 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"> <li>• Describe the overall objectives and course contents;</li> <li>• List the common ground rules that will be respected during the course.</li> </ul>   |
| 1030-1100   | <b>COFFEE</b>   |  |  |
| 1100-1230   | Session 1:<br>Concept, policy framework and contexts of SSR | This session will define the concept and key policy documents related to SSR. It will also highlight the characteristics of SSR and the different contexts within which SSR programmes are undertaken.         | <ul style="list-style-type: none"> <li>• Define and differentiate between the notion of security, the security sector and security sector reform;</li> <li>• Understand the SSR approaches of key multilateral organisations;</li> <li>• Examine the challenges of supporting SSR in post-conflict or fragile environments.</li> </ul> |
| 1230 -1330  | <b>LUNCH</b>  |  |  |
| 1330 - 1500 | Session 2 :<br>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"> <li>• Identify and describe the components of good governance;</li> <li>• Identify the varied and multidimensional challenges of governance of the security sector;</li> <li>• List practical examples for the promotion of good governance in SSR.</li> </ul>                                      |
| 1500-1530   | <b>COFFEE</b>   |  |  |
| 1530-1700   | Session 3 :<br>Governance and SSR (ctd)                     | 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"> <li>• Identify and describe the components of good governance;</li> <li>• Identify the varied and multidimensional challenges of SSR governance;</li> <li>• List practical examples for the promotion of good governance in SSR.</li> </ul>   |
| 1700-1730   | Day 1 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"> <li>• Summarise key learning points of the day;</li> <li>• Provide recommendations for course improvement.</li> </ul>   |

**DAY 2**  
**26 June 2018**

| <b>Time</b> | <b>Session title</b>                     | <b>Session description</b>  | <b>Session objectives</b>  |
|-------------|--|---|--|
| 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"> <li>• Share practical experiences related to SSR.</li> </ul>  |
| 0900-1030   | Session 4:<br>Security and Defence       | 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"> <li>• Identify the range and diversity of a locally-owned national security strategy process;</li> <li>• Trace the process of defence reform;</li> <li>• Describe the role of defence and defence reform in SSR.</li> </ul> |
| 1030 - 1100 | <b>COFFEE</b>                            |   |  |
| 1100 - 1230 | Session 5:<br>Security and Defence (ctd) | 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"> <li>• Identify the range and diversity of a locally-owned national security strategy process;</li> <li>• Trace the process of defence reform;</li> <li>• Describe the role of defence and defence reform in SSR.</li> </ul> |
| 1230 - 1330 | <b>LUNCH</b>                             |   |  |
| 1330 - 1500 | Session 6 :<br>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"> <li>• Identify key elements of a defence reform strategy;</li> <li>• Describe the complexity and political nature of developing a defence reform strategy.</li> </ul>   |
| 1500 – 1530 | <b>COFFEE</b>                            |   |  |
| 1530 - 1700 | Session 7:<br>Group exercise (ctd)       | 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"> <li>• Identify key elements of a defence reform strategy;</li> <li>• Describe the complexity and political nature of developing a defence reform strategy.</li> </ul>   |
| 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"> <li>• Summarise key learning points of the day;</li> <li>• Provide recommendations for course improvement.</li> </ul>   |

**DAY 3**  
**27 June 2018**

| <b>Time</b> | <b>Session title</b>                                   | <b>Session description</b>  | <b>Session objectives</b>  |
|-------------|--|---|--|
| 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"> <li>• Share practical experiences related to SSR.</li> </ul>  |
| 0900 – 1030 | Session 8:<br>Integrating Justice and the Police (ctd) | 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"> <li>• Explain the importance of access to justice;</li> <li>• Demonstrate the importance of working in complementarity across the whole chain of justice;</li> <li>• Describe why justice and coherent approaches matter to SSR.</li> </ul> |
| 1030 -1100  | <b>COFFEE</b>  |   |  |
| 1100 – 1230 | Session 9:<br>Integrating Justice and the Police (ctd) | 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"> <li>• Explain the importance of access to justice;</li> <li>• Demonstrate the importance of working in complementarity across the whole chain of justice;</li> <li>• Describe why justice and coherent approaches matter to SSR.</li> </ul> |
| 1230 -1330  | <b>LUNCH</b>   |   |  |
| 1330 -1500  | Session 10 :<br>Group exercise                         | Scenario-based exercise on justice and police reform, with a particular focus on the development of strategies to combat Gender-Based Violence.   | <ul style="list-style-type: none"> <li>• Apply a people-centred approach to GBV issues;</li> <li>• Examine the holistic nature of SSR by working across the criminal justice chain;</li> <li>• Develop a consistent plan for combating and preventing GBV.</li> </ul>          |
| 1500-1530   | <b>COFFEE</b>  |   |  |
| 1530-1700   | Session 11:<br>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"> <li>• Define the role of a justice and security advisor;</li> <li>• Indicate the key attributes of an effective advisor;</li> <li>• Discuss the various dilemmas related to being an advisor.</li> </ul>                                    |
| 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"> <li>• Summarise key learning points of the day;</li> <li>• Provide recommendations for course improvement.</li> </ul>   |

**DAY 4**  
**28 June 2018**

| <b>Time</b> | <b>Session title</b>   | <b>Session description</b>  | <b>Session objectives</b>   |
|-------------|--|---|---|
| 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"> <li>• Share practical experiences related to SSR.</li> </ul>   |
| 0900-1030   | Session 12:<br>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"> <li>• Define the role of a justice and security advisor;</li> <li>• Indicate the key attributes of an effective advisor;</li> <li>• Discuss the various dilemmas related to being an advisor.</li> </ul> |
| 1030 - 1100 | <b>COFFEE</b>  |   |   |
| 1100-1230   | Session 13:<br>Group exercise: Monitoring and evaluating security and justice support programmes (ctd) | Debrief and feedback on scenario-based exercise focused on measuring the success of security and justice programmes.  | <ul style="list-style-type: none"> <li>• Develop indicators to measure the success of SSR programmes;</li> <li>• Discuss the challenges of evaluating SSR programmes.</li> </ul>  |
| 1230-1330   | <b>LUNCH</b>   |   |   |
| 1330 - 1500 | Session 14 :<br>Monitoring and evaluating security and 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"> <li>• Define the terms monitoring and evaluation;</li> <li>• Explain the importance of M &amp; E in SSR;</li> <li>• Describe practical M &amp; E tools used in SSR.</li> </ul>                           |
| 1500-1530   | <b>COFFEE</b>  |   |   |
| 1530-1730   | Session 15:<br>Guest speaker   | A guest speaker will highlight the UK's activities and priorities in relation to Security Sector Reform. Key challenges faced in the UK's support to SSR programmes as well as lessons identified will also be addressed.   | <ul style="list-style-type: none"> <li>• Share information on the UK's involvement in and contribution to SSR;</li> <li>• Discuss challenges and lessons from supporting SSR in practice.</li> </ul>  |
| 1730-1800   | Day 4 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"> <li>• Summarise key learning points of the day;</li> <li>• Provide recommendations for course improvement.</li> </ul>  |

**DAY 5**  
**29 June 2018**

| <b>Time</b> | <b>Session title</b>  | <b>Session description</b>  | <b>Session objectives</b>   |
|-------------|---|---|---|
| 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"> <li>• Share practical experiences related to SSR.</li> </ul>   |
| 0900-1030   | Session 16:<br>Trends and challenges in supporting SSR programmes | 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"> <li>• Describe good practices and lessons identified from recent SSR support programmes;</li> <li>• Share experience with other participants.</li> </ul> |
| 1030-1100   | <b>COFFEE</b>   |   |   |
| 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"> <li>• Summarise key learning points of the day;</li> <li>• Provide recommendations for course improvement.</li> </ul>                                    |