Map of GOVERNANCE
for Justice and Security Sector Reform

ESSENTIAL INTERLOCKING ELEMENTS THAT DELIVER CHECKS AND BALANCES

LEADERSHIP

Top down and Bottom up
Leadership is not something limited to elites. Non-state actors play a significant role.

National Ownership
(UNSCR 2151) Effective governance is locally owned and led.

Political Dimension
There is always political will - the question is how can it be incentivised for governance

Armed Forces
Leadership in the armed forces can be all encompassing - how is it aligned to a sense of duty?

'Leadership stands for the virtues of wisdom, sincerity, humanity, courage, and strictness ... '
SUN ZI
THE ART OF WAR

'Strength of character does not consist solely in having powerful feelings, but in maintaining one's balance in spite of them.'
CARL VON CLAUSEWITZ
ON WAR

FRAMEWORKS & POLICY

Range from formal or unwritten constitutions through to laws and legal systems, codes of conduct and acknowledged values and standards.
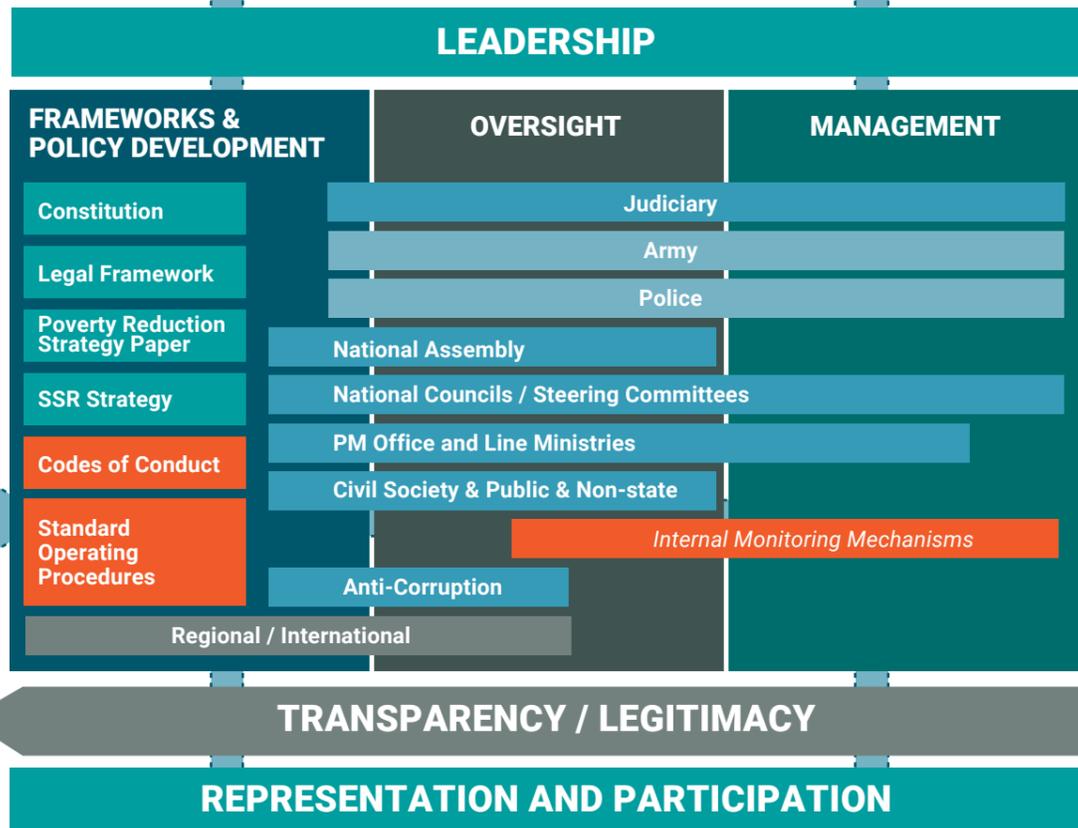
Regional and international policies, declarations, treaties and resolutions are key to driving governance, including the Universal Declaration of Human Rights, the Geneva Conventions, and UNSCR 1325 and 1889 on the participation of women in peace building.

OVERSIGHT

External oversight - there is little control over the development of external control mechanisms, such as ombuds institutions, legislative defence committees, the media, but there is control over the responsiveness and interface with external mechanisms.

Internal oversight - there is considerable control over the development of internal control mechanisms. These range from armoury checks, stores inventories, annual tests, post operational reports and lessons, to protective marking systems, army regulations and standard operating procedures (SOPS), equipment procurement procedures, as well as Unit safety and security checks.

LEADERSHIP

FRAMEWORKS & POLICY DEVELOPMENT	OVERSIGHT	MANAGEMENT
Constitution	Judiciary	
Legal Framework	Army	
Poverty Reduction Strategy Paper	Police	
SSR Strategy	National Assembly	
Codes of Conduct	National Councils / Steering Committees	
Standard Operating Procedures	PM Office and Line Ministries	
	Civil Society & Public & Non-state	
	Internal Monitoring Mechanisms	
	Anti-Corruption	
Regional / International		

TRANSPARENCY / LEGITIMACY

REPRESENTATION AND PARTICIPATION

LEGITIMACY

of the Host Nation security structures and governance (and any external assistance to them) is ultimately the local people's acceptance and trust in them.

The legal right to the monopoly of force does not make it legitimate per se. On the contrary, a top-down approach in societies that value informal non-state structures, especially where formal state structures are abusive, will gain little legitimacy and trust. Ways to gain such trust is through openness, communication, transparency, political independence, and a fair service-oriented culture. Transparency does not need to compromise confidentiality, but it does reject secrecy.

Few reform programmes have a dedicated communication strategy. Communication increases openness and transparency, and contributes to a service-oriented culture.

REPRESENTATION & PARTICIPATION

Fair security and justice should be delivered irrespective of gender, age, ethnicity, religion, political affiliation, etc. From a military perspective, the delivery of security can be improved if gender, ethnicity and diversity of background are adequately represented in the sector.

Whilst this may take time to fulfill, the opportunity for participation can be nurtured so that perceived or actual cultural and strucural barriers do not become reasons for potential conflict.

This will require understanding what barriers there are to representation, and communicating changes and opportunities to previously disaffected parts of the population.

MANAGEMENT

includes management of performance, human resources, and of finances. Good management creates effective, efficient and professional security organisations, and improves the use of resources and service delivery. Furthermore, it ensures the right people are in the right job, and can help increase participation of marginalised groups. It is also essential for policy implementation within the military.

Management requires specific training, like any other skill.

Lessons and case studies on GOVERNANCE in the Security Sector

- **DCAF-ISSAT Forum Good examples of military reform**
  http://issat.dcaf.ch/Share/Forum/Good-examples-of-military-reform

- **Lessons from Burundi's Security Sector Reform Process**
  http://goo.gl/ExHkDa

- **RAND Defence Institution Building in Africa (2016)**
  www.rand.org/pubs/research_reports/RR1232.html

# Performance indicators and MEASURES of EFFECT

- **ABCA Security Force Capacity Building Handbook (2011),**
  Chapter 8 'Measuring the Effect'

- **DCAF-ISSAT Evaluation de la sector de la sécurité et de la justice au Burundi**
  http://goo.gl/MEqFsr

- **DCAF-ISSAT Evaluation Methodology**
  http://issat.dcaf.ch/Learn/SSR-Methodology-Guidance/Support-Programme-Cycle/Evaluate

- **RAND What works best when building partner capacity and under what circumstances?**
  http://www.rand.org/pubs/monographs/MG1253z1.html

- **Worldwide Governance Indicators**
 www.govindicators.org

Further Resources

- **CCOE Good Governance Makes Sense,** *(2012) ISBN978-90-813165-3-8*

- **DCAF Security Sector Governance SSR Backgrounders (2015)**

- **DCAF Toolkit on Police Integrity**
  www.dcaf.ch/Publications/Toolkit-on-Police-Integrity

- **Grindle M.S. Good Enough Governance Revisited,**
  Development Policy Review, Volume 29 (2011)

- **United Nations UNESCAP What is Good Governance?**
  http://www.unescap.org/sites/default/files/good-governance.pdf
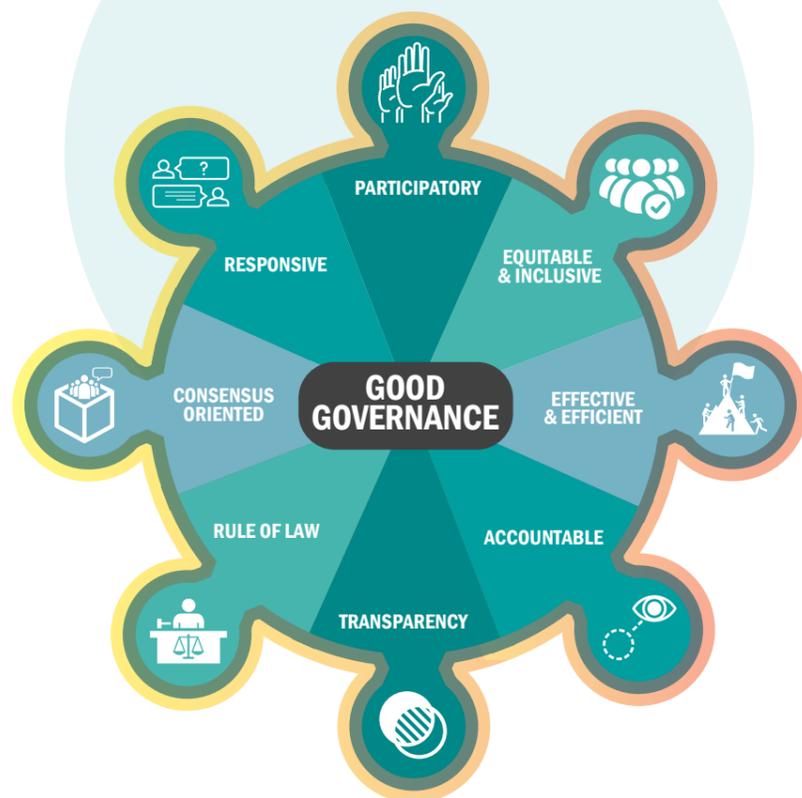
WHAT IS GOVERNANCE?

How to define Governance?

"A system of checks and balances and established norms, ranging from formal institutions to informal processes, governing the interactions between major entities through to the expectations and performance of individuals."
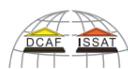
DCAF ISSAT
THE GENEVA CENTRE FOR THE DEMOCRATIC CONTROL OF ARMED FORCES
THE INTERNATIONAL SECURITY SECTOR ADVISORY TEAM

http://issat.dcaf.ch

ENTRY POINTS AND LEVERAGE FOR GOVERNANCE

Individual Capacity & Integrity Building

- Human rights
- Protection of civilians against sexual violence by the military
- Law of armed conflict
- Manoeuvers at various unit levels
- Military and policing skills
- Operational planning
- Border control
- Joint patrolling
- Communications and community relations
- Integration of ex-combatants

Link to Accountability

- Command and Control (C2)
- Command responsibility
- Integrity and discipline
- Oversight including disciplinary procedures
- Affordability
- Selection, vetting and accreditation (reward)
- DDR
- SALW control
- Mine action
- Transitional justice
- Participatory assessments (mapping, public surveys)
- Military justice interface with civil justice system

Segue to Institutional Sustainability

- Education, training and career structures
- Chain of payment control
- Procurement and budgeting
- Maintenance and repair
- Aid to civil authorities (crisis assistance)
- under what circumstances and how
- Interoperability with police
- Census & identification of security personnel
- Development of security plans for elections
- Establishment of a national security council
- Customs/border control to re-establish tax revenue
- National budget planning

INTERFACE WITH NATIONAL, REGIONAL AND INTERNATIONAL OVERSIGHT MECHANISMS

- **Parliament**
- **Ombudsoffice**
- **Justice system**
- **Treaties & conventions**
- **United Nations Security Council Resolutions**
- **International Criminal Court**
- **Universal Declaration of Human Rights**
- **Media scrutiny**
- **Civil society**
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