

EUROPEAN SECURITY AND DEFENCE COLLEGE



Core Course on Security Sector Reform

Activity Number 11

Standard Curriculum

11.06.2014

Reference documents

Réforme du Secteur de Sécurité – Projet de document relatif aux équipes d’experts européens déployable	14576/1/08 Rev1
Security Sector Reform (SSR) : EU SSR Deployable Pool of experts – Item 1 – Profiles	PMG 12/09 Rev3
Security Sector Reform (SSR) – deployable European Expert teams – Establishment of a pool of experts and deployment of experts	13246/09
Security Sector Reform – deployable European Expert teams – Training and sharing of experiences	14804/09
EU Concept for ESDP support to SSR	(Dec 2005)
The Concept for EC support to SSR	(May 2006)
The EU Policy Framework for SSR	(Jun 2006)
The Conclusions on Security & Development	(Nov 2007)

Aim

The course is designed to:

1. Provide personnel of Member States and EU institutions with a thorough understanding of SSR as a concept and its generic principles, and of the EU's comprehensive approach to SSR and related challenges;
2. Contribute to the EU SSR Expert Roster – to the pool of European SSR experts to be used in the context of SSR activities carried out by the EU, within the framework of CSDP or Commission support to EU external action;
3. Enhance a common identity and purpose among those who are working on EU SSR activities;
4. Identify areas of SSR where EU policies and mechanisms exist and where they do not;
5. Enhance the network of people and organisations working in the field;
6. Adapt their own field of expertise to the challenges of a common EU approach to SSR;
7. Improve collaboration with other actors from the various segments of the security sector.

General description and organisation

Target audience

The course is primarily aimed at those who are deployed or just about to be deployed in support of a bilateral, regional or multilateral mission to support security and justice reform within EU or EU Member State structures. The course is also open to those involved in programming, programme management and/or in political/policy dialogue. It will highlight the key components of an SSR programme, the challenges that an SSR advisor could face and will develop examples of good practice through the collective sharing of experience.

Cognitive Objectives

At the end of the course the participant will be able to:

- ✓ Place SSR within the international and national contexts, and explain how the context has an impact on the approach to be taken;
- ✓ Build a practical understanding around the key characteristics of SSR based on debate and discussions, exercises and case studies;
- ✓ Help practitioners understand their potential role in supporting national SSR processes;
- ✓ Draw on SSR knowledge to identify key lessons from practical SSR experiences;
- ✓ Explain the concept and evolution of SSR, including such issues as contexts, principles, programme areas and the highly political nature of SSR;

- ✓ Explain the basic principles of SSR as a context-specific, locally-owned and politically-governed process, based on human rights, democracy and rule of law;
- ✓ Describe the added value of the EU as a strategic partner to SSR processes with its various instruments in support of SSR, including the civilian and military missions under the CSDP as well as the Commission's development work;
- ✓ Describe the key policy frameworks and actors involved in SSR, with a special emphasis on the EU;
- ✓ Understand various institutional approaches to SSR, including the approach of the UN, OSCE, the African Union (AU), NATO, as well as the importance of coordination of SSR interventions;
- ✓ Recognize key cross-cutting issues in SSR programming such as civilian oversight, gender aspects and multi-actor coordination;
- ✓ Relate to sub-sector reform process targeting statutory and non-statutory security and justice providers from the perspective of the security sector as whole;
- ✓ Identify the major aspects of the assessment, analysis, design, development, implementation, monitoring and evaluation of SSR in the field.

Affective objectives

At the end of the course the participant:

- ✓ Shares core values of a holistic SSR approach based on the principles of human rights, democracy, rule of law, local ownership, gender sensitivity, efficiency, accountability, transparency and sustainability, in cooperation and coordination with other national and international state and non-state actors for creating/developing a stable environment.

Duration

The duration of the course is approximately six weeks, consisting of a one-month Internet-Based Distance Learning (IDL) preparatory phase, followed by a residential phase of approximately seven days. IDL may be done at any time between selection and the residential phase.

Methodology:

The methodology of the course aims to provide participants with theoretical and practical knowledge which will be directly applicable in their daily work. Therefore, the training is based on blended adult learning principles which allow the participants to integrate its content both cognitively and experientially. The participatory, co-learning methodology enables participants to contribute with their experiences and their professional and practical insights with the facilitators and other participants. Contents are communicated through interactive information sharing in group work, and plenary discussions. A case study approach is primarily used to impart further factual knowledge during the course. In order to link the teaching to the experiences of the participants as far as possible, a pre-course questionnaire will be distributed and reviewed.

In order to create a common knowledge base among participants and to achieve some of the learning objectives in advance of the course, a reading list with reading material (available on the internet) as well as IDL preparatory modules are sent to the participants by e-mail before the beginning of the course. A case study approach is primarily used to impart further factual knowledge during the course. The focus lies especially on recent EU/CSDP SSR activities.

Overall structure

Module Program. *See Annex 1*

IDL AKUs

AKU 1 (History and Context of CSDP)

AKU 2 (European Security Strategy)

AKU 10 (EU Mediation and Dialogue Capacities)

AKU 11 (An introduction to gender-sensitive peacekeeping operations)

The course programme can be adapted according to recent needs and to national education systems.

Contents for teaching. *See Annex 2*

The presentations and discussions will focus on the following general topics: *See Annex 2*

Materials

Materials used will have to represent current developments in the field of SSR in general and in EU policies in particular. Advice from the Council Secretariat and the Commission in that regard would be of utmost importance.

List of Annexes:

Annex 1: Module program

Annex 2: Contents for teaching and topics

Annex 1

Module Programme

ESDC CORE COURSE ON SECURITY SECTOR REFORM

Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7
INTRODUCTIONS	INTRODUCTION TO EU SSR		IMPLEMENTING EU SSR		THE EU SSR PROGRAMME CYCLE	
	<ul style="list-style-type: none"> Introduction to SSR II 	<ul style="list-style-type: none"> Oversight and accountability of the security sector and principles of Rule of Law 	<ul style="list-style-type: none"> Defence reform 	<ul style="list-style-type: none"> DDR & SSR 	<ul style="list-style-type: none"> Introduction to EU SSR programme cycle and programme management 	<ul style="list-style-type: none"> Simulation exercise 1 Reviewing an EU SSR strategy
	<ul style="list-style-type: none"> EU comprehensive approach to SSR: the policy frameworks 	<ul style="list-style-type: none"> Strengthening coordination for EU SSR support 	<ul style="list-style-type: none"> Police reform 	<ul style="list-style-type: none"> SALW and DDR Border management reform 	<ul style="list-style-type: none"> Institutional and regional approaches to SSR (UN, OSCE, AU, NATO) 	<ul style="list-style-type: none"> Simulation exercise 2 EU SSR programme cycle and programme management
<ul style="list-style-type: none"> Introduction of participants and course (incl. assessment of participants' expectations) Presentation of ESDC 	<ul style="list-style-type: none"> EU SSR in different contexts 	IMPLEMENTING EU SSR <ul style="list-style-type: none"> SSR and gender 	<ul style="list-style-type: none"> Penal and corrections reform 	<ul style="list-style-type: none"> Private security and justice providers 	<ul style="list-style-type: none"> Conducting EU SSR assessments 	COURSE EVALUATION
<ul style="list-style-type: none"> Introduction to SSR I 	<ul style="list-style-type: none"> Mapping the Security Sector 	<ul style="list-style-type: none"> Intelligence reform 	<ul style="list-style-type: none"> Justice reform and transitional justice 	<ul style="list-style-type: none"> The role of civil society organisations 	<ul style="list-style-type: none"> Q&A and reflections 	

ANNEX 2

CONTENTS FOR TEACHING AND TOPICS

ESDC CORE COURSE ON SSR

Introductions:

Before starting on the substantive sessions of the course, the objectives of the course, the facilitators and the workshop participants will be introduced. Ground rules and participants' expectations - based on a pre-course questionnaire - will be reviewed

MODULE 1 - INTRODUCTION TO SSR

Session 1

An introduction to Security Sector Reform (SSR): Part I

This session will present the key terms and principles underpinning SSR as well as the history and development of the concept. It will describe the special features characterising an SSR process and provide examples of a range of security sector challenges found across different contexts. This session will emphasise key elements of SSR, including SSR as a context-specific, nationally-owned political process adhering to principles of human rights, democracy and rule of law.

Session 2

An introduction to Security Sector Reform (SSR): Part II

In this session, participants will learn about the different actors involved in implementing and supporting the implementation of SSR including the EU and the UN. Examples of national actors' efforts to conduct SSR will also be addressed. Participants will learn about the SSR programme cycle and the different programme areas addressed by SSR.

Session 3

The EU approach to SSR: the policy frameworks

This session will provide a discussion of the specific EU SSR policy frameworks and examine how they relate to other activity areas and programmes of the EU. The focus will be on the Common Foreign and Security Policy, the European Development Fund, Instrument contributing to Stability and Peace, EU Enlargement and Neighbourhood programmes as well as the role of Member States.

Session 4:

EU SSR in different contexts

This session will highlight the fact that SSR occurs and is required in many different contexts. Although the entry points may differ, the purpose - ensuring greater accountability and effectiveness of security and justice - remains the same. Special attention will be paid to SSR in post-conflict environments but this session will also stress that SSR may take place under various contexts. Particular attention will be paid to EU missions where there is an explicit SSR mandate but also to EU missions that are relevant to SSR.

Session 5:

Mapping the security sector

Following a presentation of the main kinds of actors involved in a typical security sector, participants will develop a generic security sector map. Using this map as a platform, participants will identify the actors that play the most important role in managing, overseeing and coordinating the activities of the security sector in their home countries.

Session 6 :**Oversight and accountability of the security sector and principles of rule of law**

This session will discuss the importance of security sector oversight and accountability and review the different ways it is exercised by different actors, in particular in the EU.

Session 7**Strengthening coordination for EU SSR support**

This session will discuss the rationale behind the need for coordination mechanisms for SSR, the challenges to effective coordination, communication and cooperation that can arise in multi-actor SSR activity, and some of the techniques that have been developed to deal with challenges. The role of national security councils and national security strategies in ensuring coherence across the security sector will also be addressed.

MODULE 2 - IMPLEMENTING EU SSR

Session 8:**SSR and gender**

This session will highlight the importance of both men and women as active actors in peacebuilding and state-building processes, including participation in planning and implementation of SSR processes at political and executive levels. This session will explain the nature and dynamics of security threats to men, women, boys and girls in various contexts and to understand the specific security needs of gender groups. The importance of mainstreaming a balanced gender representation into all pillars of the security sector will be highlighted as an important goal of EU SSR programming. Possible entry points for integrating gender into EU SSR programming will be discussed, and examples of successful gender programmes will be provided. This session includes an exploration of the link between SSR and UN Security Council Resolutions 1325, 1820 and subsequent Resolutions.

Session 9:**Intelligence reform**

This session will review the objectives of intelligence reform, the norms and principles underlying these processes, and the factors driving intelligence reform across various contexts. The approaches of the main actors involved in reform activity in this area will be reviewed. Case studies will be used to illustrate how the reform process has evolved in different countries, and how it has been related to the reform of other security services. Gender aspects of intelligence reform will be considered.

Session 10:**Defence reform**

This session will review the objectives of defence reform, the norms and principles underlying these processes, and the factors driving them across various contexts. The approaches of the main actors involved in reform activity in this area will be reviewed. Case studies will be used to illustrate how the reform process has evolved in different countries, and how it has been related – or should have been related - to reform of other security services. Gender aspects of defence reform will be considered.

Session 11:**Police reform**

This session will review the objectives of police reform, the norms and principles underlying effective police reform, and the factors driving police reform processes across various contexts. The approaches of the main actors involved in police reform activity will be reviewed. Case studies will be used to illustrate how the police reform process has evolved in different countries, and how the police reform process needs to be approached from an EU SSR perspective. Gender aspects of police reform will be considered.

Session 12:**Penal and corrections reform**

This session will review the objectives of penal and corrections reform, the norms and principles underlying these processes, and the factors driving them across various contexts. The approaches of the main actors involved in reform activity in this area will be reviewed. Case studies will be used to illustrate how the

reform process has evolved in different countries, and how it has been related – or should have been related – to reform of other security services. Gender aspects of penal and corrections reform will be considered.

Session 13:

Justice reform and transitional justice

This session will explain the main approaches to justice reform and the key norms underpinning the concept. The links between the main programme areas such as police reform, judicial reform and penal reform will be reviewed as will be the interface between justice reform and security sector reform. There will also be a discussion of the role of transitional justice in post-conflict societies. Gender aspects of justice reform will be considered.

Session 14:

DDR and SSR

This session will review the objectives of DDR, the norms and principles underlying DDR programmes and the factors driving these programmes across various contexts. The approaches of the main actors involved in DDR, in particular the EU, will be reviewed. Case studies will be used to illustrate the various experiences of conducting DDR in different countries, and how it has been related to the reform of the security sector. Gender aspects of DDR will be considered.

Session 15:

SALW and DDR

This session will feature an analysis of the importance of taking into account the proliferation of small arms and light weapons in post-conflict contexts and its impact on efforts to reform the security sector. Case studies will be used to illustrate experiences and lessons learned in dealing with SALW. Gender aspects of SALW will be considered.

Session 16:

Border management reform

This session will feature an analysis of the changing importance of borders and the implications for the role of border guards, custom officials and security controllers, and their relationships with other security services. The criteria for effective border guard management will be discussed, and the main approaches in this area will be reviewed. Case studies will be used to illustrate lessons learned. Gender aspects of border management reform will be considered.

Session 17:

Private security and justice providers

This session will provide a description of the role of non-state justice and security providers including Private Military and Security Companies (PMSCs) and more traditional justice and security providers. The session will also analyse their implications for EU SSR project design and delivery. Case studies will be used to illustrate the issues.

Session 18:

The role of civil society organisations

In this session, participants will discuss the role of civil society, including the media, in SSR processes and the implications for EU SSR project design and delivery. Case studies will be used to illustrate the issues.

Session 19:

Institutional approaches to SSR

This session will provide an overview of the UN, the OSCE, the AU and NATO as actors involved in SSR and their institutional approaches to SSR. This session will introduce the UN SSR policy frameworks and basic UN principles on SSR and how they relate to other areas and UN programmes. Focus will be on the holistic and coherent approach and the Secretary-General's report on SSR and UN Security Council Resolution 2151 on SSR. Furthermore, identified lessons learned for SSR from the UN perspective will be presented and discussed. The NATO Individual Partnership Action Plan (IPAP), aiming to support domestic reform processes in the security sector, and the Building Integrity Programme, focusing on promoting good governance in the defence and security sector, will be discussed. Case studies will be used to illustrate lessons learned. The session will also explore coordination mechanisms for successful SSR support.

MODULE 3 – THE EU SSR PROGRAMME CYCLE

Session 20:

Introduction to EU SSR programme cycle and programme management

In this session, participants will be offered an overview of the SSR programme cycle and how to move from concept to practice. This session will also introduce participants to the basics of EU SSR programming and management. Through the presentation of practical examples, participants will learn how to effectively support and manage EU SSR programmes while at the same time dealing with complex ground realities.

Session 21:

Conducting EU SSR assessments

In this first substantive session on the EU SSR programme cycle, this presentation will review different methodologies and tools used in EU SSR assessments and best practices in planning, conducting and following up assessments.

Session 22:

Simulation exercise. Part I: Reviewing an EU SSR strategy

This session will introduce participants to one tool that could be used in an assessment process: text analysis. Working in groups, participants will analyse an EU SSR strategy prepared for a post-conflict country for its completeness, coherence and relevance, identifying the gaps and challenges that it raises.

Session 23:

Simulation exercise. Part II: EU SSR programme cycle and programme management

Following an introduction to techniques and challenges in the area of programme design, participants will propose programming options and priorities for the country featuring in the simulation. Furthermore focus will be laid on developing effective systems for MR&E (Monitoring, reviewing and evaluating) and lessons learned from ongoing or completed EU SSR initiatives.

Session 24:

Course evaluation and follow-up

This session will sound out participants on the overall effectiveness of the course, assess the various methodologies that have been used to monitor participants' reactions to the course as it has unfolded and launch a discussion of how the course can be effectively followed up to promote continued learning and experience exchange, and help foster an EU SSR community of practice.