

Security Sector Reform: A Training for personnel of EUCAP Sahel Mali

25th to 29th September 2023

Bamako, Mali

COURSE CONCEPT

The Request

Within the framework of the EU Civilian Training Initiative (EUCTI), a three-year-long EU co-funded project aimed at complementing standard training activities carried out by member States, civilian crisis management (CCM) organisations and other training providers, the consortium has identified training courses which could be offered to the EUCAP Sahel Mali and to other IOs working in the same country (e.g. UN) during the time span of the EUCTI project (2021-2023). EUCAP Sahel Mali has already received a “Training of Trainers” training and indicated a further need for capacity building on Security Sector Reform (SSR) and Mentoring and Advising.

The Austrian Centre for Peace (ACP) was approached to develop a training on Security Sector Reform in the framework of EUCTI.

The Proposed Offer

The Austrian Centre for (ACP) will organise an intensive 5-day in-person training course on Security Sector Reform for 15 to 20 participants from EUCAP Sahel Mali. While the training is based on the standardised ENTRI Curriculum on SSR, it has been targeted to the specific context and needs of the mission EUCAP Sahel Mali. During the 5 days participants will deepen their theoretical understanding of the complexities surrounding SSR in fragile contexts, critically engage with the specific challenges in Mali and further develop skills related to the support or implementation of SSR processes and programmes as well as their day-to-day work in the mission.

The Course

The course concept was developed in coordination with EUCAP Sahel Mali and is tailored to the specificities of the Malian context and the work of the EU Mission in the country. It is designed to foster a common understanding of SSR-related processes, corresponding long-term reform efforts in Mali and enhance participants’ capacity to deliver their mandates within the security sector context in Mali.

Consequently, the training will impart both theoretical as well as practical knowledge and skills related to the complex challenges of Security Sector Governance and Reform. With this in mind, the training will cover core concepts, cross-cutting issues and associated processes relevant to all SSR contexts as well as those specifically relevant to Mali (and where applicable, the region). Dedicated modules towards the end of the training will focus on the

SSR programme cycle, managing or supporting SSR-related processes, and skills related to the day-to-day responsibilities of the participants (such as advising or mentoring). Throughout the training the individual modules will be introduced and explored with a view to their relevance and practical implementation in the context of EUCAP Sahel Mali. Where possible, facilitators will draw upon local and regional case studies and expertise, tying the training to the country-context and the mission-specific challenges.

Throughout the course participants will be asked to critically engage with the course content and share their own experiences and reflections. Time will also be made available to explore evolving challenges and opportunities in the context of the security sector in Mali.

The Target Audience

The course targets staff working in the EU Capacity Building Mission in Mali (EUCAP Sahel Mali).

Maximum number of participants: 20.

The participants are expected to be mid-level, civilian SSR programme staff and advisors to SSR processes for local government structures, i.e. they will already have basic knowledge of SSR but seek more in-depth understanding of the long-term aspects of the process in relation to recovery and development, as well as the implementation and management of SSR-related processes.

The Expected Learning Outcomes

After this training participants will be able to:

- explain the major purposes of security sector reform, its objectives, principles and processes.
- understand the political dimension of SSR and its impact on democratic development.
- conduct analyses of several components of security sector reform, including identifying actors, cross-cutting issues, justice and reform issues.
- identify and address the key challenges to security sector reform;
- understand the importance of gender in aspects of reform and have identified ways how to mainstream/stress gender and other cross-cutting issues in their SSR programmes.
- understand the civilian aspects of SSR related to reform of transitional justice, DDR, rule of law, police, and other national institutions in post-conflict environments.
- suggest best practices to manage SSR programmes and identify key tools and processes that can be used in various stages of SSG/R programming and implementation.

The Methodology

The training is grounded in an understanding that participants are themselves experts in their own professional areas and bring great value to this training course. Therefore, the contributions by participants are as important to the success of the training as the inputs of trainers and speakers. The training will adhere to commonly used standards on adult learning and is designed to accommodate different learning styles. An emphasis will be placed on interactive sessions, case studies as well as short role plays or scenarios if applicable. Sufficient time and space will be available to encourage individual and collective reflection and critical engagement.

Modules

- Module 1: Introduction to SSR and current policy discourses
- Module 2: Mapping actors in the security sector and identifying dynamics
- Module 3: A human rights-based approach to SSR
- Module 4: Good Governance and Civilian Oversight
- Module 5: SSR at different stages of the conflict cycle
- Module 6: SSR in fragile states and other key challenges in implementing SSR
- Module 7: SSR as a complex long-term process
- Module 8: Civil Society, Media and the Freedom of Speech
- Module 9: Dealing with the Past
- Module 10: DDR and Weapons Control
- Module 11: Budget and legal reform
- Module 12: Project Cycle Management
- Module 13: Advising in SSR
- Module 14: The Future of SSR in Mali and the Sahel Region? Looking forward
- Module 15: Lessons learned from case studies
- Module 16: Group Work

The Logistics

The training will take place in Bamako, Mali at the premises of EUCAP Sahel Mali from Monday, 25th September to Friday 29th September 2023.

The training will be implemented over the course of 5 intensive and consecutive days, from 09:00 to 17:00 with a one-hour lunch break. Individual sessions will be followed by short coffee breaks.

The Training Structure

Whilst the training will require some further targeting based on the responses from pre-course survey and additional needs assessment yet to be performed with the mission leadership, the initial part of the training (days 1-3) will focus on the general principles of SSR (sessions will however also be linked to the Malian context) and emphasise the development of a joint understanding of SSR and related processes. In the second part, the focus will shift to the implementation and management of SSR-processes and supporting the translation of SSR principles to the circumstances of the mission in Mali. The final day will almost entirely be dedicated to group work during which the participants (supported by the facilitators) will seek to apply the learnings of the previous days to challenges faced by the mission in Mali. The details of the final day will thus largely depend on the assessments and reflections expressed by the participants throughout the duration of the course.

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COURSE PROGRAMME

Monday, 25 September 2023					
Time	Subject	Module	Session	Learning objectives	Lead Facilitator
09:00-10:30		Module 1: Introduction to SSR and current policy discourses		<ul style="list-style-type: none"> a) Define and differentiate between the notion of security (incl. human and state security), the security sector and security sector reform b) Identify key characteristics and principles of SSR c) Determine SSR relations to recovery and development d) Distinguish between short- and long-term SSR processes e) Define civilian aspects of long-term tasks in SSR f) Identify key points and arguments of current SSR policy discourses 	Sami Faltas
11:00-12:30		Module 2: Mapping actors in the security sector and identifying dynamics		<ul style="list-style-type: none"> a) Identify various stakeholders, plot their relationships, and depict the SSR overall structure and processes. b) Demonstrate a thorough understanding of the different actors in the Malian Security Sector and be able to discuss prevalent dynamics c) Participants will acquire a new mapping tool which will contribute to their personal SSR toolbox 	Ken Albret
13:30-15:00		Module 3: A human rights-based approach to SSR (also introducing intersectionality and gender)		<ul style="list-style-type: none"> a) Participants will be able to identify key relevant international human rights obligations and describe how human rights are relevant to successful SSR; b) They will be able to describe how security providers interact with human rights and how SSR processes can contribute to the fulfilment of human rights; c) Participants will learn to understand and apply the concept of intersectionality in SSR 	Sami Faltas

				<p>d) Participants will understand the importance of adopting intersectional perspectives, as well as gender-responsive SSR, increasing female staff, preventing human rights violations (including gender-based violence), and collaborating with women's organisations to strengthen community involvement in Mali.</p> <p>e) Participants will learn that the integration of gender issues in Mali is being recognised as a key to effectiveness, local ownership, and improved oversight of programmes.</p> <p>f) Participants will be able to describe different ways of ensuring human rights-based approach and gender mainstreaming.</p>	
15:30-17:00		Module 4: Good Governance and Civilian Oversight in SSR		<p>a) Participants will learn that all security entities should be accountable to democratically elected civil authorities, independent oversight agencies and civil society, such as the National Assembly, the public services "Bureau du Vérificateur Général du Mali (BVG)" and the "Mediateur" mechanisms</p> <p>b) Participants will learn about the establishment mechanisms/modalities that encourage and institutionalize coordination and cooperation among security/justice actors, based on their respective constitutional/legal roles and responsibilities;</p> <p>c) Participants will identify obstacles to good governance and civilian oversight over the security forces in Mali</p>	Ken Albret

**Tuesday, 26 September
2023**

Time	Subject	Module	Session	Learning objectives	Lead Facilitator
09:00-10:30		Module 5: SSR at different stages of the conflict cycle		<p>a) Identify the typical characteristics in relation to economic, social and institutional structures in different phase of the conflict cycle;</p> <p>b) Identify the various SSR contexts and their characteristics;</p> <p>c) Relate the above mentioned elements to the SSR process and determine their impact on SSR;</p> <p>d) Define the ideal context for SSR</p>	Sami Faltas
11:00-12:30		Module 6: SSR in fragile states and other key challenges in implementing SSR		<p>a) Participants will understand the main challenges facing them in implementing SSR, including roadblocks that must be confronted.</p> <p>b) Participants will understand the importance of a holistic and comprehensive view for SSR, and how fragility can be gauged by utilising conflict analysis tools</p> <p>c) Identify fragility factors that influences elements of SSR, including Human Security dimensions</p>	Ken Albret

13:30-15:00		Module 6: SSR in fragile states and other key challenges in implementing SSR (Cont.)		d) Identify challenges and weaknesses within the SSR process in Mali e) Suggest possible ways to address the shortcomings of the SSR process through lessons learned from other contexts.	Ken Albret
15:30-17:00		Module 7: SSR as a complex long-term process		a) Participants will be able to distinguish between internationally driven and locally owned recovery frameworks; b) They will be able to describe the shortcomings of different recovery frameworks and processes to consolidate them; c) Participants will be able explain the importance of local ownership and timing for SSR processes; d) They will be able to explain the necessity to harmonise and balance SSR programme elements with other ongoing recovery processes that might have similar approaches; e) Identify best practices for comprehensive policies to address (post-)conflict social inclusion and link these to SSR efforts; f) Identify the complex interrelations between other parallel recovery processes which are implemented along with SSR programmes; g) Illustrate how to cooperate and coordinate with other actors (be they local, national, regional or international) at field level to promote effective and coherent support to SSR processes. f) Participants will understand how SSR intersects with humanitarian aid and development.	Sami Faltas

**Wednesday, 27 September
2023**

Time	Subject	Module	Session	Learning objectives	Lead Facilitator
09:00-10:30		Module 8: Civil Society, Media and the Freedom of Speech		a) Explain the role of the media in supporting or undermining SSR processes b) Consider freedom of speech as a human right to criticize weak points in the security sector c) Participants will be able to define the role, position and influence of civilian stakeholders in Mali in the SSR process d) Participants will learn about mechanisms that encourage and institutionalise civil society and media participation in SSR processes;	Sami Faltas

				e) Explain approaches and methods to strengthen civilian SSR stakeholders and to be more inclusive towards civilian partners in SSR programmes	
11:00-12:30		Module 9: Dealing with the Past		a) Describe the link between SSR and Transitional Justice, Reconciliation and other post-conflict reintegration processes; b) Recognise the additional security challenges and tasks for SSR caused by the volatile social structures and fragile society c) Describe reform and re-organisational processes towards Good Governance in a post-conflict situation; d) Explain the key role of these long-term processes in relation to SSR.	Ken Albret
13:30-15:00		Module 10: DDR and Weapons Control		a) Identify the different actors and institutions involved in DDR; b) Recognize how DDR programmes and DDR related tools are planned and implemented as well as common challenges associated to the process c) Understand the importance of effective weapons control mechanisms within the security providers, as well as within the judicial system	Sami Faltas
15:30-17:00		Module 11: Legal and Budget reform		d) Participants will able to outline the relationship between different associated processes and how these interact with SSR.	Ken Albret (input from EUDEL Bamako – tbc)

**Thursday, 28 September
2023**

Time	Subject	Module	Session	Learning objectives	Lead Facilitator
09:00-10:30		Module 12: Project Cycle Management in SSR		a) Explain the roles and tasks of a programme manager in SSR processes; b) Consider the sensibility of SSR programmes and utilise practical methodologies and tools to apply tailored approaches; d) Identify the different activities and tasks in programme management related to SSR, especially monitoring, setting indicators and measurement values; e) Describe available tools for capacity building and fostering local ownership and participation in view of long term solutions for local structures. (f) Describe how technical support and assistance can be leveraged to support SSR processes strategically)	Ken Albret
11:00-12:30		Module 13: Advising in SSR		a) Participants will be able to explain the roles and tasks of an international advisor in SSR processes; b) They will identify key skills and qualities of an advisor and develop their self-awareness; c) Participants will understand the importance of building trust as well as local ownership and describe different tools and methods to work towards both; d) Participants will practice giving advise to a principal/national counterpart and will identify valuable tools and methods to deliver effective advice; e) They will be able to describe ways to work with resistance.	Sami Faltas
13:30-15:00		Module 14: The Future of SSR in Mali and the Sahel Region? Looking forward		a) Participants are knowledgeable about historical governance and reforms of the security sector in Mali and the Sahel region b) They will have an understanding of the challenges for the effect of “state” principles in the region c) They will gain insight into political considerations from the perspectives of Mali, the EU and other donor nations d) They will, with their current information level, discuss the future of SSR(G) in Mali and the region	Ken Albret
15 :30- 17 :00		Module 15: Lessons learned from case studies		a) Participants will be able to build on successful cases to describe how technical support and assistance can be leveraged to support security sector reform processes strategically b) They will also be able to point to successful examples and make recommendations on how different SSR processes can be linked up comprehensively.	Sami Faltas (input from EUCAP Sahel Niger – tbc)

Friday, 29 September 2023

Time	Subject	Module	Session	Learning objectives	Lead Facilitator
09:00-10:30		Module 16: Group Work	The group work will depend largely on the needs of the participants and questions that arise in the course of the previous days. These sessions will therefore be elaborated and flexibly adapted to strategic objectives explored with the mission leadership in-person prior to the training, as well as mandate-specific and challenge-specific input from the pre-course survey and the first days of the training.	The learning objectives will consequently also be adapted to the needs of the participants. The emphasis will, however, be on aiding their knowledge transfer and bridging the gap between the doctrine and principles of SSR and the realities on the ground.	Sami Faltas Ken Albret
11:00-12:30			Group Work continued. This session will also offer time to reflect on the acquired knowledge and link it to the missions mandate, as well as the concrete implementation within participant's individual areas of responsibility.	As above	Sami Faltas Ken Albret
13:30-15:00			Sharing of results from group work. Depending on the need this session could also be dedicated to aiding the participants in developing a plan of how to transfer and apply acquired knowledge, skills and insights into own work.	As above	Sami Faltas Ken Albret

15:15-16:00	Recap, wrap-up evaluation		Wrap-up and evaluation (incl. exit quiz)		
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