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Strengthening Security institutions:

Senior Leaders Seminar

Africa Center For Strategic Studies (ACSS)

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Preliminary remarks

- Human Capacity and the “well being” of security institutions implies a “symbiotic relationship”... One cannot prosper without the other!

- Institutions are made, governed and nurtured by individuals.

- The quality of those individuals are the cornerstone of institutional performance.

- Then, the key question to ask is:
 - ***How do we build a human capital that effectively and sustainably responds to the Security Sector(SS) needs in Africa?***

- I will try to respond to this question by analyzing several approaches (Conventional and non-conventional) to Capacity Building and the role training through partnerships play in the Security Sector in Africa.



The context

“Africa’s security institutions have struggled to keep up with the rapidly evolving, complex security threats facing the continent. While there are some notable exceptions, many of Africa’s military and civilian security organizations are poorly resourced and professional standards are low. The situation is replicated at the regional and continental levels, where the African Union(AU) struggles to fund and organize effective responses to conflict, state collapse, and terrorism”.

Source: Center for Strategic and International Studies (CSIS), 2017

The second key question:

What has been the impact of decades of Capacity building in the SS in Africa?



Conventional Capacity Building in the Security Sector

On-going training at national or regional levels through, the national Security Sector or bilateral & multilateral partnerships



Training conducted by the National Security institutions

US Security Cooperation:

- Exercises (Multiple nations on Command and Control, intelligence training, communication, logistics training, mobility, engineering and leadership)
- Peace keeping, represents the bulk of the cooperation

Source: AFRICOM, 2017

The European Union(EU):

- The Peace Facility (1.9 Billion since 2007), for Institutional Capacity Building of the AU, RMs/RECs and the operationalization of the APSA

(Funds cover allowances for the troops, salaries for civilians, logistical, transportation, medical, communication costs but cannot fund military equipment, arms, ammunition or military training). Source: EU Int. Coop. & Development, 2017

Other bilateral partnerships:

- Individuals EU Members States e.g :Austria, Finland, Germany, The Netherlands.

- Logistic capabilities by the UN

➤ **New actors:**

China: pledge of 100 Million USD



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Conventional Capacity Building in the Security Sector (Cont.)

Regional Joint Exercises under the ASF

Amani Africa Phase II of the exercises

Over 6,000 military, police and civilian officers from across all five standby brigades

Source: AU PSD, 2015

Capacity building by Civilian Security

Institutions:

- ZIF
- ACSS
- USIP
- ACCORD
- NUPI
- IPSS
- ISS
- KAIPTC

Systemic practical approach to Security challenges for Military, practitioners and Policy Makers.

What is the impact of these initiatives?



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Limited impact?



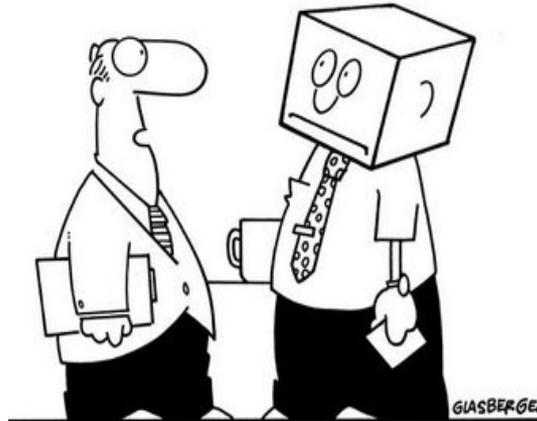
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What is then to be done?

Thinking beyond and away from the box

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“Thinking outside of the box is difficult
for some people. Keep trying.”



Non-Conventional Capacity Building in the Security Sector

The future of Capacity building in the SS in Africa should take into account the Human Security dimension: The Civil - Military relationship



Expose and train security sector actors to recognize, respect, and protect human (citizen's) rights; with the threat of sanctions in the event of a breach.

Conduct Citizen's sensitization- to view and trust security institutions as partners in progress; and to recognize/report on the activities of security institutions.

Put in place legal, and constitutional, regimes that stipulate the scope or parameters of engagements by security institutions vis-a-vis citizens.

Establish, institutionalize and implement citizens'-friendly codes of conduct to guide better service delivery by security institutions



Ensure and enhance Improved civil-military/police relationship to create an atmosphere of cordiality; rather than that of suspicion and irritation, between citizens and security forces. Presently, that relationship is either weak, dysfunctional or abusive.



Multidimensional training



Regular joint Civilians,
Military and Police.
training

**Better alignment with National
strategic priorities**

**Efficient coordination during
deployment phases**

**Enhance understanding of
security threats**

**Improve coordination between
among different levels of
political decision making**



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Finally... a few thoughts to guide our discussions:

- **Can we still talk about lack of capacity in the SS in Africa?**
 - **Are the challenges not related to:**
 - A lack of clear security strategy?
 - Clear assessment of security threats and needs?
 - A lack of an integrated training approaches? (Breaking the Silo mentality)
 - The inability to coordinate and optimize the numerous partnerships and training offers?
 - The lack of informed political decision process ?



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Thank You!