Security Governance

5 Years in Review

Security Sector Assistance vs Security Sector Governance

What makes a security service strong and capable?

Leadership, training, equip, morale….. structure and process.

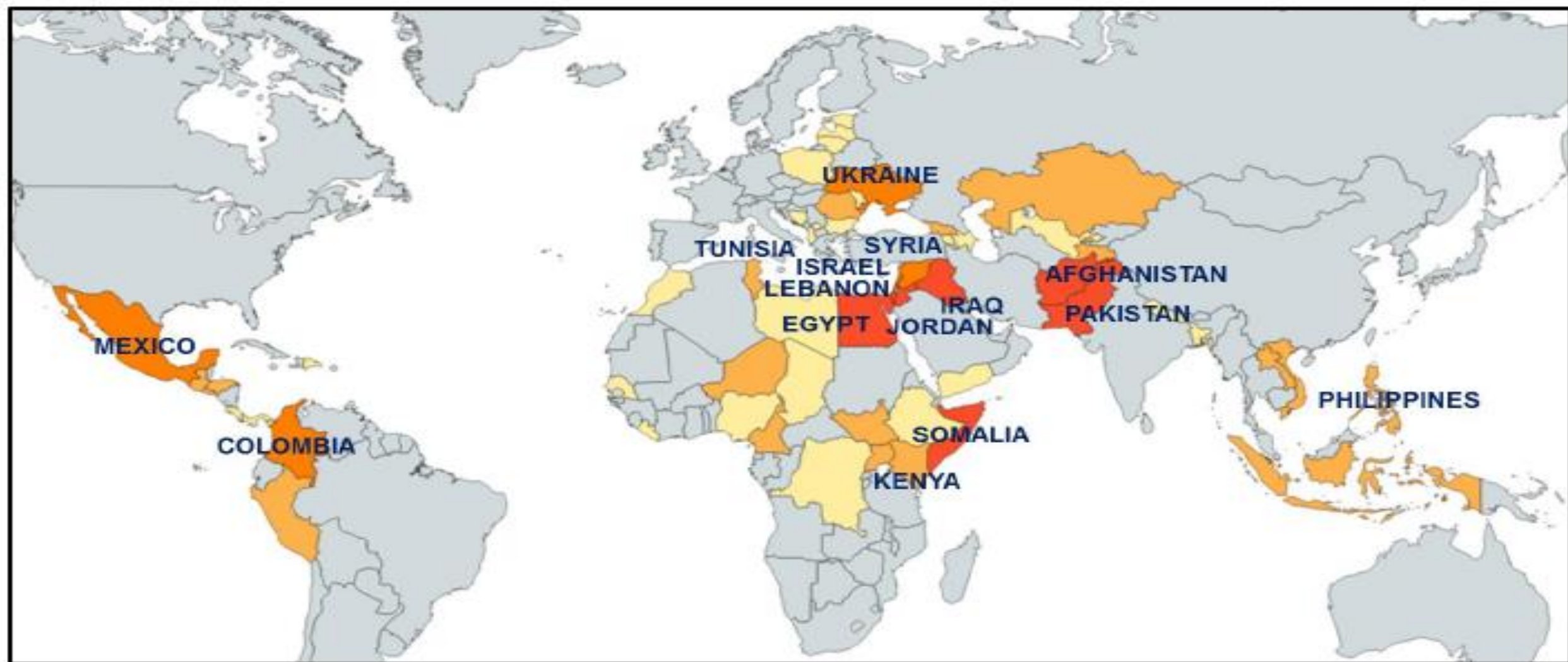**Security Sector Assistance (Security Sector Cooperation) (big tent)**

DoD, DoS, and other interagency programs and activities to improve foreign partners capabilities in the security sector.

Security Sector Governance (Smaller tent)

The processes, policies, procedures and oversight mechanisms that enable institutions to effectively define, prioritize, and respond to security requirements.

REGIONAL BREAKDOWN OF U.S. SECURITY SECTOR ASSISTANCE
FY 2014-2017

UKRAINE

TUNISIA

SYRIA

ISRAEL
LEBANON

AFGHANISTAN

IRAQ
PAKISTAN

EGYPT   JORDAN

MEXICO

PHILIPPINES

COLOMBIA

SOMALIA

KENYA

● Received greater than $1B in SSA funding   ○ Received greater than $100M in SSA funding
● Received greater than $500M in SSA funding ○ Received greater than $50M in SSA funding
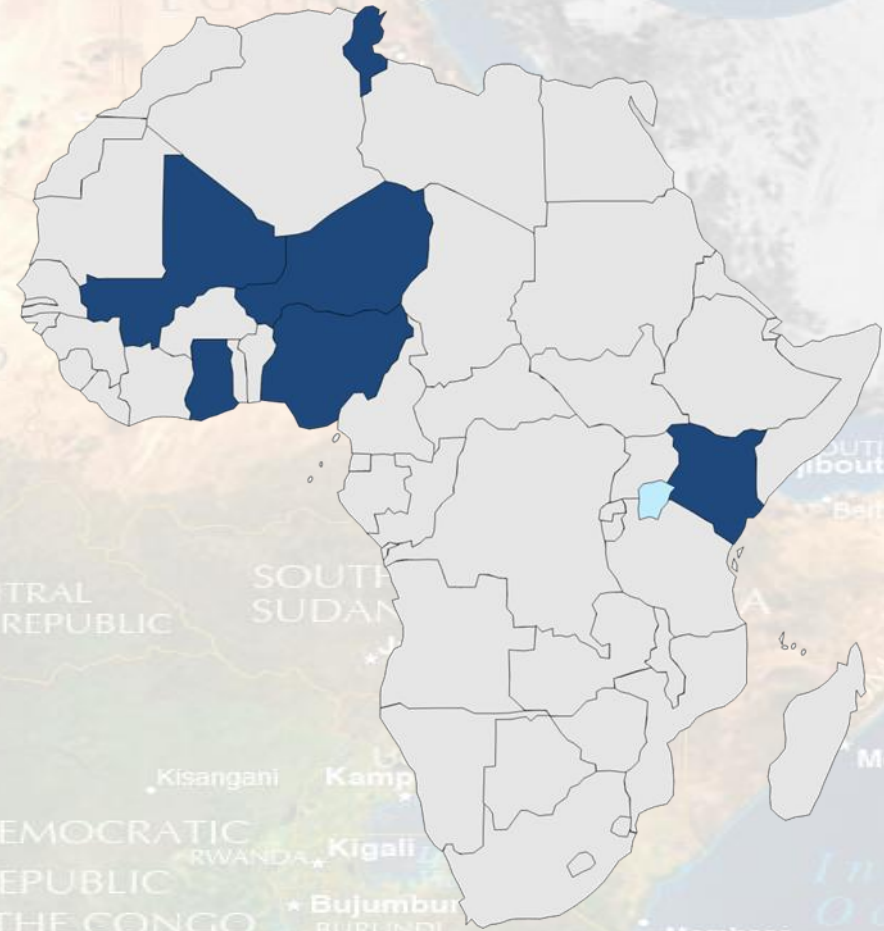
Origins of Security Governance Initiative

Historical Context in 2014

African Leaders Summit

Country Selection

Why was SGI different?

Academic and Policy Support for Security Governance

- **RAND Report 2018: Reforming Security Sector Assistance For Africa**
  - ✓ No discernable impact of SSA outside of long term SSG investments

- **Quadrennial Security Sector Assistance Review (2018)**
  - ✓ Security sector assistance can only be sustained if there are parallel investments in security governance institutions

- **National Defense Authorization Act (2017)**
  - ✓ Requires 'institution capacity building' to take place in areas where DoD makes investments in training and equipment (under section 333)

- **CSIS: Oversight and Accountability in U.S. SSA (2018)**

Recommendations from the SGI Experience

Political Engagement

- Consult rather than assess partners

- Establish a foundational agreement

- Major reforms require major political investments.

- Branding SSA

Recommendations from the SGI Experience

Improving Delivery of Security Sector Assistance

- Establish process for linking policy and technical goals

- Deliberately sequence reforms to sustain momentum and conserve political capital

- Create space for regional partnerships to develop

- Anchor partnerships to institutions

Weaknesses of SGI, Points of Failure

- Country Selection Process

- Sequencing

- Too Broad?

- Bureaucracy / Funding

- Movement vs Progress

- Political / Program timelines vs Impact Timelines

How to Think About the Evolution of Security Governance and Security Sector Assistance

Questions