AFRICA CENTER
FOR STRATEGIC STUDIES

**2023 COMMUNITY CHAPTER LEADERS FORUM:
BUILDING CAPACITY, ENHANCING PARTNERSHIP**

**23 - 27 January 2023
Washington, D.C.**

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AFRICA CENTER REFRESHER

Since its inception in 1999, the Africa Center has served as a forum for research, academic programs, and the exchange of ideas with the aim of enhancing citizen security by strengthening the effectiveness and accountability of African institutions, in support of U.S.-Africa policy.

VISION

Security for all Africans championed by effective institutions accountable to their citizens.

Realizing the vision of an Africa free from organized armed violence guaranteed by African institutions that are committed to protecting African citizens is the driving motivation of the Africa Center. This aim underscores the Center's commitment to contributing to tangible impacts by working with our African partners – military and civilian, governmental and civil society, as well as national and regional. All have valuable roles to play in mitigating the complex drivers of conflict on the continent today. Accountability to citizens is an important element of our vision as it reinforces the point that in order to be effective, security institutions must not just be "strong," but also be responsive to and protective of the rights of citizens.

MISSION

To advance African security by expanding understanding, providing a trusted platform for dialogue, building enduring partnerships, and catalyzing strategic solutions.

The Africa Center's mission revolves around the generation and dissemination of knowledge through our research, academic programs, strategic communications, and community chapters. Drawing on the practical experiences and lessons learned from security efforts on the continent, we aim to generate relevant insight and analysis that can inform practitioners and policymakers on the pressing security challenges that they face. Recognizing that addressing serious challenges can only come about through candid and thoughtful exchanges, the Center provides face-to-face and virtual platforms where partners can exchange views on priorities and sound practices. These exchanges foster relationships that, in turn, are maintained over time through the Center's community chapters, communities of interest, follow-on programs, and ongoing dialogue between participants and staff. This dialogue—infused with real world experiences and fresh analysis—provides an opportunity for continued learning and catalyzes concrete actions.

MANDATE

The Africa Center is a U.S. Department of Defense institution established and funded by Congress for the study of security issues relating to Africa and serving as a forum for bilateral and multilateral research, communication, exchange of ideas, and training involving military and civilian participants. *(10 U.S.C 342)*

Mandatory Participant Registration and Program Overview

Objectives:
- Register all program attendees
- Provide an introduction to the program and answer questions

Program Introduction

This one-week capacity building workshop for alumni chapter leaders* and U.S. embassy locally employed staff (LES) who have responsibility for U.S. security cooperation programs is aimed at increasing the ambitions, operational strength, and impact of Africa Center alumni chapters. Coming after the difficult years of the COVID-19 pandemic and the earlier decision of the Africa Center, in a budget-constrained environment, to stop the main vehicle for engaging alumni chapters, the Topical Outreach Program Series (TOPS), combined with other factors beyond the control of the Center and the chapters, the workshop is a welcome opportunity to reset and solidify the relationship between the Africa Center and alumni chapters. The forum will also provide an opportunity for attendees to meet, exchange ideas and best practices, and undertake important chapter capacity building work together in a variety of settings. The intent is to forge stronger linkages between chapter leaders, between chapter leaders and the U.S. embassies on the ground, and between all parties and the Africa Center, all in service of more vibrant chapters, able to undertake activities that positively contribute to peace, citizen security, and stability in their countries and regions.

During the week, there will be 8 "forum" sessions. The first six will open with brief catalytic remarks by alumni chapter leaders, LESes, or other select officials and then a facilitated conversation will follow. The goal is to create an open, relaxed environment for dialogue, with forum attendees using the time to compare notes on the unique roles, challenges, and opportunities of alumni chapters and share lessons learned. Other sessions throughout the week include an opening session, where attendees will discuss Africa's evolving security landscape, one breakout exercise, one simulation exercise, and three "working sessions", which will provide time for individual chapter and cross-chapter goal setting and relationship building. All of these sessions will build towards the final forum sessions, where chapter leaders will give presentations on their 1-year and 3-year goals.

Recognizing that each of you arrives as an expert on your community chapter or your U.S. embassy environment, the Africa Center has been working for months to design a program that is primarily a container for peer-learning and peer-networking. For those chapter leaders coming from active, mature chapters, we encourage you to share your chapters' experience and the best practices that contribute to your success and impact. For individuals representing passive or nascent chapters, we invite you to ask questions, speak frankly about your challenges, and get advice on realistic objectives and strategies for sustainable growth. As with all Africa Center programs, this seminar will be conducted under a strict policy of non-attribution, which is binding during the program and after.

This week is a unique, exciting opportunity to start a new chapter of engagement together, and we at the Africa Center can't wait to get started.

In two country contexts (Morocco and Togo), there are large alumni communities, but no chapters. Alumni from these two countries, as well as the relevant LESes, have been invited to attend this workshop, to learn about the unique benefits of chapters. The goal is to begin a conversation about whether forming a chapter in their country contexts is feasible and desirable.

<u>**Opening Session: Chapter Insights on Africa's Evolving Security Landscape**</u>

Format: Roundtable discussion, with initial catalytic remarks

Objectives:
- Solicit chapter insights on Africa's evolving security landscape
- Set the stage for conversations later in the week, when chapter leaders will discuss issues that deserve chapter attention, as well as the opportunities and threats that they face

Background:

Security threats on the African continent continue to evolve. In the words of Judd Devermont, now the Special Assistant to the U.S. President and Senior Director for African Affairs at the U.S. National Security Council, over the last two decades the region's security landscape has undergone a "dramatic transformation," resulting in threats to U.S. and African interests which are "more diverse, diffuse, and complex."[1] Over the same period, a range of topics have been added to the Africa Center's program offerings, reflecting the interests of African partners and the changing nature of Africa's security challenges. These have included issues such as violent extremism, countering transnational organized crime, the role of legislatures in the security sector, environment and security, as well as women, youth, peace and security.

In this session, the Africa Center will provide you with an overview of the portfolios and cross-cutting themes that animate the center's current work as well as share reflections in the wake of the recent U.S.-Africa Leaders Summit. Most of the session, however, will be to hear from you, community chapter leaders, about what trends and challenges you are seeing on the continent. From your vantage point, what are the most pressing security challenges facing the continent at the community, national, and regional levels? Do any of the continent's megatrends—demographic and social change, urbanization, climate change, and migration—create any opportunities? How should U.S. policy adapt to the changes you are witnessing? Are there gaps in the Africa Center's current approach or openings that should be seized?

How to Prepare for the Session:

1. Watch Ghanaian President Nana Akufo-Addo's Keynote Address at the Africa Center's June 2022 Emerging Security Sector Leaders Seminar.
    a. English: https://africacenter.org/spotlight/peace-freedom-and-prosperity-walk-in-tandem-president-nana-akufo-addos-keynote-address-ghana-ecowas-democracy/
    b. Français: https://africacenter.org/fr/spotlight/peace-freedom-and-prosperity-walk-in-tandem-president-nana-akufo-addos-keynote-address/

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[1] "Transcript: Africa's Security Challenges: A View from Congress, the Pentagon, and USAID," Washington, D.C.: Center for Strategic and International Studies, September 29, 2021. https://www.csis.org/analysis/africas-security-challenges-view-congress-pentagon-and-usaid

c. Português: https://africacenter.org/pt-pt/spotlight/caminhada-conjunta-da-paz-liberdade-e-prosperidade-discurso-de-abertura-do-presidente-nana-akufo-addo/

2. Reflect on the security challenges that are most pressing in your community, country, and region, and be prepared to share your insights during the roundtable discussion.
3. Review the Africa Center's current portfolios and program themes and consider whether you have any suggestions for additions, subtractions, or openings that should be seized.
   a. English: https://africacenter.org/programs/
   b. Français: https://africacenter.org/fr/programs/

Additional Resources:

Raymond Gilpin, "Unpacking the implications of future trends for security in Africa." Brookings, 2020, https://www.brookings.edu/blog/africa-in-focus/2020/02/03/unpacking-the-implications-of-future-trends-for-security-in-africa/

Julia Bello-Schünemann et al. *African Futures: Key Trends to 2035*. Institute for Security Studies, 2017. https://issafrica.s3.amazonaws.com/site/uploads/policybrief105.pdf

Africa Center for Strategic Studies, "Sahel and Somalia Drive Rise in Africa's Militant Islamist Group Violence," *Infographic*, August 9, 2022.

English: https://africacenter.org/spotlight/sahel-and-somalia-drive-uninterrupted-rise-in-african-militant-islamist-group-violence-over-past-decade/

Français: https://africacenter.org/fr/spotlight/le-sahel-et-la-somalie-sont-a-lorigine-de-laugmentation-de-la-violence-des-groupes-islamistes-militants-en-afrique/

Português: https://africacenter.org/pt-pt/spotlight/sahel-e-somalia-impulsionam-o-aumento-da-violencia-de-grupos-islamicos-militantes-em-africa/

United Nations; World Bank. 2018. "Executive Summary: *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*." Washington, DC: World Bank, 2018. https://openknowledge.worldbank.org/handle/10986/28337

<u>Forum 1: What Role for Community Chapters in National & Regional Security?</u>

Format: Roundtable discussion, with initial catalytic remarks

Objectives:
- Remind participants of the rationale behind community chapters
- Reflect on the unique attributes and standing of alumni chapters, as independent, nongovernmental, apolitical organizations whose members have deep security sector expertise and a commitment to continuing a dialogue on security issues with peers in their countries and across their region and continent
- Consider the roles community chapters can play in national and regional security, drawing on the lessons of the past as well as the opening afforded by the contemporary strategic environment

Background:

October 2023 will mark the twentieth anniversary of the creation of the Africa's Center's first community chapter. Today there are thirty-four alumni chapters in thirty-three countries, comprising 6,000 members.

[Map inserted here]

Each community chapter is distinct and organized along the specific interests of its members, but they share several common characteristics: they are independent, nongovernmental, apolitical organizations whose members are a mix of non-government (e.g. civil society, retirees) and government officials (civilians and active duty). They have solid security sector expertise, often far-reaching connections in government, and a commitment to continuing a dialogue on security issues with peers in their countries and across the continent. They also share an ongoing relationship with the Africa Center, which can provide a platform, networking opportunities, and educational benefits to the chapters, as well as access to senior U.S. government officials.

Community chapters are thus unique entities, with rare qualities that distinguish them from other nongovernmental organizations that may similarly aspire to contribute positively to peace, citizen security, and stability. Of course, chapters operate in a political landscape that can sometimes be inhospitable, and they face other challenges as well, including fundraising, infrastructure, a history of inconsistent support from the Africa Center, and the disruptions posed by the COVID-19 pandemic.

Nonetheless, in the best-case scenario, chapters are well positioned to play a role in national and regional security, and it is worth unpacking this potential in greater detail. What has community chapter history over the past twenty years taught us about the role(s) for community chapters in their communities, countries, and regions? Is your chapter well-placed to serve as a think tank, raising awareness and germinating ideas and policies to be implemented by a (hopefully receptive) government? Or can your chapter act more directly, undertaking programs that contribute to tackling societal challenges, such as unhealthy civil-military relations or youth

radicalization? Or do you object to the premise of the question, seeing chapters as spectators rather than change agents?

How to Prepare for the Session:

1. *For Community Chapter Leaders*: Reflect on your answers to the chapter self-assessment survey that you filled out, particularly the projects, meetings, publications, and other activities your chapter has undertaken in the past. What impact, if any, has your chapter had nationally and regionally? Looking to the future, what role, if any, do you see for your chapter?
2. Are there ways that the Africa Center or the U.S. government could further empower your chapter, or might external support be counterproductive, compromising your chapter's ability to play the role that you want it to play?
3. *For Locally Employed Staff*: Sitting at the U.S. embassy, what is your vision for the role that alumni chapters could potentially play?

Roundtable: Community Chapter Perspectives on Enhancing Civil-Military Relations

Format: Roundtable discussion, with initial catalytic remarks

Objectives:
- Share African and U.S. perspectives on civil-military relations
- Explore linkages, if any, between civil-military relations and democratic governance of the security sector
- Discuss whether there are opportunities for community chapters to enhance civil-military relations

Background:

Civil-Military Relations (CMR) describes the manner in which the military and the society it is meant to protect interact. It is generally defined as a negotiated bargain between three security stakeholders: citizens, civilian government authorities, and the military.[2] CMR focuses less on relationships and more on rules for effective democratic civilian control of security forces, and how to forge a social contract between civil society, elected civilian government, and security institutions. Arguably, the biggest challenge is to address the dilemma of "who guards the guardians"[3] and to craft pathways to reconcile the security sector's desire to act on the wants of civilians with the ability to do only what civilians authorize.[4]

A key challenge in most African countries is how to nurture healthy CMRs that will create a secure environment conducive to citizen security, job creation, justice, and rule of law. There is an alarming regression in democracy and a surge of coup d'états in Africa, combined with increased and unconstrained military spending, all without significant improvements in citizen security and safety.[5] The Mo Ibrahim Index of African Governance shows a shrinking trust of citizens in security forces, particularly in the police and military.[6] These indicators demonstrate increasingly problematic CMRs, with increased military intrusion in politics and control of civilians. This regressive trend has been exacerbated by weak civilian oversight of the security sector, civilian abuses of power (including overstaying term limits), and gaps in knowledge, experience, and attitudes.

Reversing such a grim trend in Africa is urgent and will require rethinking, re-negotiation, reform, or transformation of the CMR framework. Enhancing professionalism in Africa's security sector is one possible avenue, and the African Union has called on member states to invest in the

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[2] Mackubin Thomas Owens, US Civil-Military Relations After 9/11: Renegotiating the Civil Military Bargain (New York: The Continuum International Publishing Group, 2011), 13.

[3] Thomas Bruneau and Florina Christina Matei, "Towards a New Conceptualization of Democratization and Civil-Military Relations." *Democratization.* Vol 15(5) pp. 909 – 929, 2008. https://fsi-live.s3.us-west-1.amazonaws.com/s3fs-public/Bruneau_final_file.pdf

[4] See Feaver, Peter D. 1996. "The Civil-Military Problématique: Huntington, Janowitz, and the Question of Civilian Control," *Armed Forces and Society*, vol. 23, no. 2, pp. 149-178

[5] Nan Tian, "A cautionary tale of military expenditure transparency during the great lockdown." SIPRI, 2020. https://www.sipri.org/commentary/blog/2020/cautionary-tale-military-expenditure-transparency-during-great-lockdown

[6] See https://mo.ibrahim.foundation/iiag/2020-key-findings#kf1

professionalism of the sector.[7] In the armed forces, professionalism is commonly defined in terms of the principles guiding the professional, such as the subordination of the military to democratic civilian authority, allegiance to the state, and a commitment to political neutrality and an ethical institutional culture. The values ascribed to professionalism often include discipline, integrity, honor, sacrifice, commitment to the greater good of society, dedication to duty, individual responsibility, and accountability for moral agency and service.[8]

How to Prepare for this Session:

1. Consider the status of relations between civilians and military/security forces in your country/region. In what areas do civil-military relations in your country/region need improvement? In which areas have they improved?
2. Is your community chapter a possible stakeholder in improving the state of civil-military relations in your country/region? How could it do this in the short-to-medium term?
3. Read Mathurin Houngnikpo, "Africa's Militaries: A Missing Link in Democratic Transitions." Africa Center for Strategic Studies, 2012:
   - English: https://africacenter.org/wp-content/uploads/2016/06/ASB17EN-Africa%E2%80%99s-Militaries-A-Missing-Link-in-Democratic-Transitions.pdf
   - Français: https://africacenter.org/fr/publication/armees-africaines-chainon-manquant-transitions-democratiques/
   - Português: https://africacenter.org/wp-content/uploads/2016/06/ASB17PT-Militares-em-%C3%81frica-Elemento-em-Falta-nas-Transi%C3%A7%C3%B5es-Democr%C3%A1ticas.pdf

Additional Resources:

Emile Ouedraogo, "Advancing Military Professionalism in Africa," *Africa Center Research Paper* 6, July 2014.

English: https://africacenter.org/wp-content/uploads/2016/06/ARP06EN-Advancing-Military-Professionalism-in-Africa.pdf
Français: https://africacenter.org/wp-content/uploads/2016/06/ARP06FR-Pour-la-professionnalisation-des-forces-arm%C3%A9es-en-Afrique.pdf
Português: https://africacenter.org/wp-content/uploads/2016/06/ARP06PT-Promo%C3%A7%C3%A3o-do-Profissionalismo-Militar-em-%C3%81frica.pdf

Africa Center for Strategic Studies, "Deepening a Culture of Military Professionalism in Africa", *Spotlight*, December 20, 2022.
https://africacenter.org/spotlight/deepening-culture-military-professionalism-africa/

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[7] African Union Policy Framework on Security Sector Reform, 2014,
https://issat.dcaf.ch/download/60132/986021/AU_SSR_policy_framework_en.pdf

[8] Emile Ouedraogo, "Advancing Military Professionalism in Africa." *Research Paper No. 6.* Africa Center for Strategic Studies, Page 1-3, 2014.
https://africacenter.org/publication/advancing-military-professionalism-in-africa/

Forum 2: Strengthening and Defining the Africa Center-Community Chapter Relationship

Format: Roundtable discussion, with initial catalytic remarks

Objectives:
- Define and clarify the Africa Center-Chapter relationship
- Discuss the Africa Center's role in helping community chapters achieve their mission in the years ahead, including the constraints the Africa Center faces
- Listen to community chapter leaders' ideas for improving the relationship between the Africa Center and community chapters, with a focus on changes both the Africa Center and the chapters should undergo

Background:

This session is an opportunity for the Africa Center to hear from community chapters through their leaders about their thoughts on the current relationship between chapters and the Africa Center and their ideas for how this relationship can be improved. While community chapters remain a point of pride for the Africa Center, we know that the Center's disengagement in recent years has frayed relations. The Africa Center went from funding regular Community Chapter Leaders Forums and TOPS programs to holding only one Community Chapter Leaders Forum in the decade between 2011 and 2021 (in 2016, in Washington, DC). During this period, the Africa Center also closed its two offices on the continent. These changes were driven by several factors, including financial pressures after deep budget cuts were imposed on the center as part of a larger federal agency spending reduction known as "sequestration."

Aware of this history, the Africa Center views this forum, and this session in particular, as a much-needed opportunity to reset and solidify our relationship with chapters. While our resources remain constrained, and there are strict legal limitations on what we can and cannot do to support chapters (especially when it comes to funding), we are eager to listen to your ideas and have some creative suggestions and ideas of our own to bring to the table. We hope you will focus not only on what the Africa Center can do differently to improve the relationship but also what chapters themselves can do differently to improve the dynamic (recognizing that this is a partnership).

How to Prepare for this Session:
1. Think about what in the current relationship is useful and should be maintained.
2. What are three changes you would like to see the Africa Center make to improve the relationship with your chapter?
3. What are three changes that your chapter could make to improve the relationship?
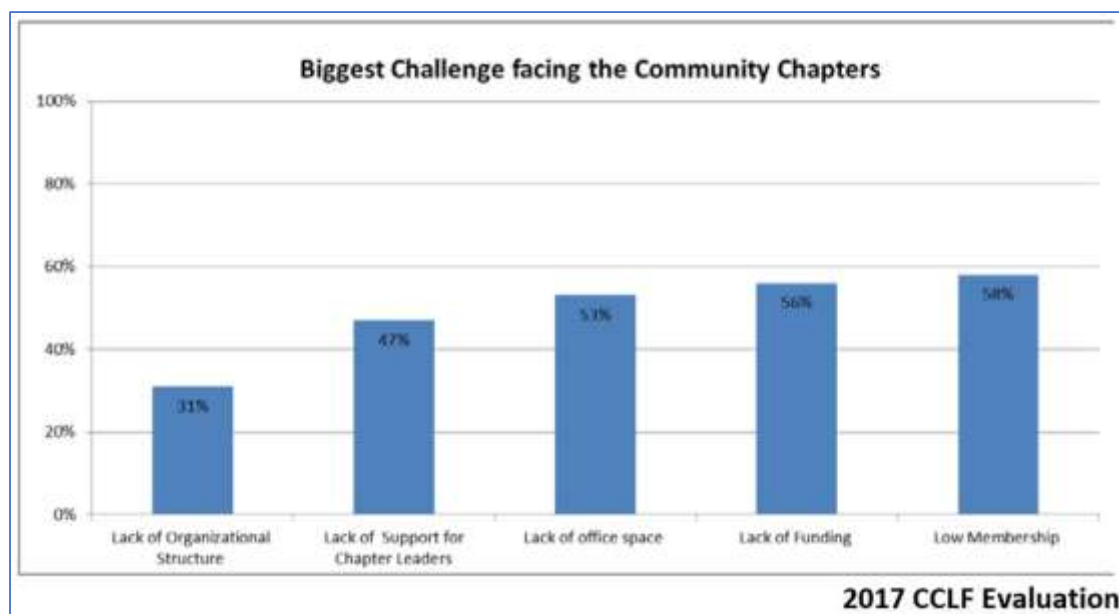
Forum 3: Select Alumni Chapter Case Studies

Format: Select chapter leaders are interviewed, followed by roundtable discussion

Objectives:
- To glean best practices and lessons learned from the leaders of thriving and reactivated community chapters

Background:

While there are numerous obstacles to running a successful alumni chapter (fundraising, organizing regular elections, securing a venue where the chapter can meet, and inconsistent support from the Africa Center), a number of chapters are thriving or have recently been reactivated. They serve as an example of what is possible for independent, nongovernmental, apolitical community chapters across the continent. In this session, we will hear from several chapters about their experiences which, while particular, are nonetheless broadly applicable, including how to get a chapter through difficult periods (e.g. the challenge of cultivating young leaders and transferring leaders within organizations; the deaths of key executive committee members; national leadership that is hostile to the chapter). We will also hear about the strategies these chapters have for successfully raising money, collaborating with partners, and growing a strong membership base.

Biggest Challenge facing the Community Chapters

Lack of Organizational Structure	Lack of Support for Chapter Leaders	Lack of office space	Lack of Funding	Low Membership
31%	47%	53%	56%	58%

2017 CCLF Evaluation

How to Prepare for this Session:

1. Reflect on the chief obstacles your chapter is facing presently (see graph above to see survey data from community chapters in 2017). Do you have the same challenges as other chapters, or different challenges?

2. What questions do you have for community chapter leaders that have been able to overcome many challenges? What would you like to learn from them?
3. *For Locally Employed Staff*: Were you aware of the challenges facing community chapters? Do you have any ideas for ways that the embassy might be able to assist community chapters?

Forum 4: Chapter Capacity Self-Assessment

Format: Roundtable discussion

Objectives:
- Have chapters self-report on their current activities and impact, if any

Background:

This session will be an opportunity for each chapter to share key findings from the capacity self-assessment survey undertaken in early January. Each chapter was sent a 35-question survey in late December, to help the chapter leaders reflect on the chapter's capacity, including its organizational structure, membership, partnerships, funding and in-kind support, programs and activities and impact, among other topics. As a refresher, the link to the survey may be found here:

English: https://www.research.net/r/9YVMHN6

Français: https://fr.research.net/r/GJT8KCF

Português: https://pt.research.net/r/P8NF8YX

Importantly, each chapter was also asked to select one of three levels to describe the chapter at the present moment. It was emphasized that these levels are not judgements, and chapters have historically fluctuated across the levels over time, due to circumstances which are sometimes outside of a chapter's control. The important thing is to identify where the chapter is now, as a baseline for the development of organizational goals.

Level 1

i. Chapter has adopted by-laws
ii. Chapter holds frequent elections and has an active Executive Committee
iii. Chapter has a plan of activities and completes a minimum of one (1) project per year
iv. Chapter holds regular meetings of key community members
v. Chapter holds a minimum of one (1) community-wide event per year (i.e. General Assembly)
vi. Chapter maintains a high-level of engagement with the Africa Center
vii. Chapter generates independent ideas for joint Africa Center-Chapter activities
viii. Chapter routinely sends the Africa Center a list of its top subject matter experts
ix. Chapter involves new members, welcoming them and inviting them to activities, with a special focus on women, youth, and non-traditional security sector actors
x. There is a reasonable expectation of chapter durability and sustainability

Level 2

i. Chapter holds at least one community reunion meeting each year
ii. Chapter Executive Committee meets periodically

    iii. Chapter has ideas for activities but does not achieve more than one project every few years, with or without Africa Center partnership
    iv. Chapter is responsive to the Africa Center when contacted
    v. Chapter is not yet durable or sustainable if current Executive Committee moves on
    vi. Chapter may be working towards Level 1

Level 3

    i. Chapter has held at least one community reunion meeting in the past
    ii. Chapter has not been able to conduct regular meetings recently
    iii. Chapter has not been able to renew its leadership
    iv. Chapter may convene if the Africa Center visits the country
    v. No minimum chapter events/projects each year
    vi. Chapter lacks resilience and is not sustainable if core, committed members stop being active

How to Prepare for this Session:

- Recall the key points from your self-assessment survey, especially how you ranked your chapter according to the tiers (levels 1, 2, 3). Why did you rate your chapter as you did? Is there anything you could be doing to change your ranking in the near future?
- What do you think of the three-tier system? Are there ways to improve it?
- Be ready to answer the following questions (recalling your answers to the survey as well as any new ideas you have had):
    - What are your top three strengths as a chapter?
    - What are you top three challenges as a chapter?
    - What opportunities are available to your chapter?
    - What threats exist that your chapter must confront?

Breakout: Understanding Chapter Impact

Format: Small-group discussion (group will be divided in four, with each sub-group addressing a different level: community, national, regional, and international)

Objectives:
- Analyze how, if at all, community chapters are currently addressing citizen security at the community, national, regional, and international levels
- Assess how community chapters could further shape citizen security at the community, national, regional, and international levels
- Discuss to what extent community chapters are uniquely positioned to effect change on the community, national, regional, and international levels

Background:

The Africa Center's vision—*Security for all Africans championed by effective institutions accountable to their citizens*—has citizen security at its core. This vision is itself reflective of normative changes on the continent, where the concept of security has evolved from state-centric to people-centric, with citizens rather than the state becoming a referent object in the way security is perceived, planned, managed, delivered, and overseen. Threats to citizen security are typically quite complex, and they usually cannot be addressed by the traditional use of military force alone (if at all). Instead, they require a coordinated and collaborative response from a range of institutions at the local, national, regional, and international levels.

In this session, we seek to better understand how, if at all, community chapters are trying to advance citizen security at various levels—community, national, regional, and international—by leveraging the attributes that make them so unique.
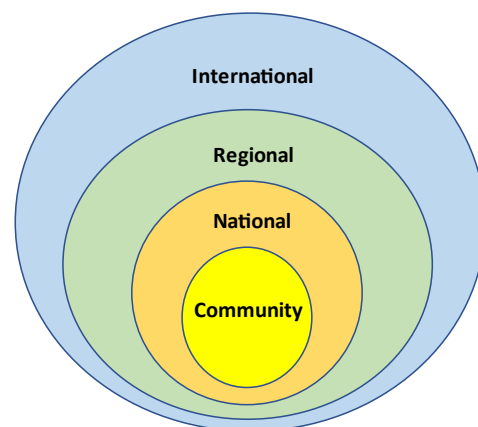
For example, at the community level, chapters often include active-duty military officers, retired officers, other security sector officials, as well as civilians, both in government and outside of government. Given this unique and diverse membership composition, might chapters have a unique position and ability to facilitate an improved relationship between security services and the public? Are there other issue sets connected to citizen security at the community level where chapters can innovate and leverage their unusual expertise and composition?

At the national level, as civil society organizations that include current and former national security officials as well as accomplished professionals not involved in government, do chapters have an advantage or a special role to play when it comes to providing national security consultation to a country's government? In what ways could a chapter assist a government that is eager to improve citizen security? Could the chapter assist the overall process of how national security consultation is undertaken in the country? If so, how?

At the regional level, as organizations comprised of individuals committed to continuing a dialogue on security issues with peers across the continent, and connected—through programs like the Community Chapter Leaders Forum—to other community chapters as well as officials working at regional bodies like ECOWAS, are chapters well positioned to advance citizen security across a sub-region? How might a community chapter exercise positive change outside of national borders? And could a chapter also lobby and advocate to regional organizations as other civil society entities do?

Finally, as organizations that have an ongoing (and hopefully strengthening) relationship with the Africa Center, which comes with access to senior U.S. government officials, how can a chapter leverage this unique relationship to improve citizen security on the continent? Can chapters help their own countries better manage and utilize donor assistance, or negotiate with other external actors, including but not limited to the United States? Can chapters impact the goals and activities of the African Union, the United Nations, or the local U.S. embassy? If so, how?

How to Prepare for this Session:
1. Think about the membership of your community chapter. What are your chapter's unique attributes? Has your chapter had any partnerships or collaborations at the community, national, regional, or international levels?
2. Do you agree with the premise that community chapters are uniquely positioned to effect change on the community, national, regional, and international levels?

<u>Briefback: Understanding Chapter Impact</u>

Format: Each sub-group nominates a participant to provide a brief summary of the sub-group's discussion and conclusions. Several faculty members will respond.

<u>Objectives:</u>
- Hear reports from each sub-group on their ideas for the concrete steps that chapters could take at the various levels (community, national, regional, or international) to improve citizen security in the short-to-medium term

<u>**Forum 5: U.S. Embassy Structure Briefing & Community Chapter-Embassy Relationship**</u>

Format: Brief presentation, select Locally Employed Staff (LES) are interviewed, followed by a roundtable discussion

Objectives:
- Provide an overview of a typical U.S. embassy, including the best access point for chapter leaders
- Discuss the roles and responsibilities of Locally Employed Staff (LES) who work at U.S. embassies
- Consider ways, to include specific activities and events, to improve relationships between U.S. embassies and alumni chapters

Background:

Because many chapter leaders have asked to be better connected to U.S. embassies, this Community Chapter Leaders Forum invited, for the first time, locally employed staff (LES) members to join as full participants. Our hope is that by directly connecting chapter leaders with the LES (or U.S. equivalent) responsible for security cooperation in their country, a sustainable and mutually beneficial relationship can be built. (Many LESes stay in their positions for decades, unlike the U.S. officials who cycle in and out of the embassy). Alumni chapters can provide valuable recommendations to embassy officials when they are in need of local subject matter expertise and help the embassy assemble a group to meet with U.S. key leaders when they visit. For their part, embassies may have networks and programming of interest to the chapters.

While many chapters are likely familiar with the positions of Chief of Mission, Deputy Chief of Mission, the Senior Defense Official (SDO), and the Defense Attaché Office (DAO)[9], the Africa Center interacts primarily with the Office of Security Cooperation (OSC). The Africa Center recommends chapter leaders initiate, develop, and sustain close working relationships with the LES assigned to both the DAO and the Office of Security Cooperation.

All military organizations and personnel within a U.S. embassy fall under the responsibility of the SDO. Typically, there are two (2) functional areas under the SDO – the DAO, responsible for keeping up to date on the partner nation's political-military affairs, and the OSC. The OSC is typically led by the Security Cooperation Officer (SCO). The OSC refers to all U.S. Department of Defense elements permanently stationed at a U.S. embassy which are responsible for security cooperation activities. Security Cooperation activities include, but are not limited to, developing and maintaining Partner Nation relationships which advance U.S. and Partner Nation objectives,

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[9] The Senior Defense Official/Defense Attaché (SDO/DATT) is the principal DoD official in U.S. embassies. He/she is the diplomatically accredited defense attaché and chief of the SCO. He/she is responsible for advancing U.S. foreign policy goals under the Ambassador and promoting the Combatant Commander's (CCDR) theater campaign plan objectives, among other responsibilities. Defense Security Cooperation Agency (DSCA), Security Assistance Management Manual, Chapter 2, *Security Cooperation Organization (SCO) and Case Manager Responsibilities, Security Assistance Planning and Survey Teams,* C2.1.1.1. https://samm.dsca.mil/chapter/chapter-2

support to partner nation military missions, advisory assistance, U.S. education and training, equipment procurement, and all U.S. military to Partner Nation military activities. Key OSC relationships include the country team, the Partner Nation, the Combatant Command, the U.S. Defense Industry, and the U.S. Interagency.

Chapters may be interested in the wide array of interagency officials that are often* in U.S. embassies abroad and collaborate with the SCO. These interagency officials may have networks and programming of interest to the chapters. The list includes[10]:

- **Political Counselor and Political-Military Officer.** They analyze political developments in the country and region. They may work with the SCO to jointly develop annual reports or requests, including on Foreign Military Financing (FMF) and International Military Education and Training (IMET), to the U.S. Department of State or Congress.
- **Economic Counselor**. He/she analyzes economic and commercial developments in the country and region. He/she provides the SCO with economic information relevant to the purchase of U.S. defense products and services.
- **Consul General**. He/she runs the American citizen services section of the embassy. The SCO will work with him/her to obtain U.S. visas for defense officials, including international military students.
- **Public Diplomacy Officer**. He/she works to boost the image of the U.S. locally. He/she may have survey data and social and political information relevant to developing relationships locally. He/she may work with the SCO to publicize security cooperation program activities and impact.
- **Director of the U.S. Agency for International Development (USAID) Office**. He/she runs the office and its programs on humanitarian assistance, development, and disaster relief. USAID programming increasingly focuses on topics that may be of interest to chapter leaders, including preventing violent extremism, climate change, and conflict prevention and stabilization.
- **Legal Attaché/FBI.** While this office primarily coordinates with local law enforcement and security agencies on investigations, it sometimes offers training programs for host country officials.
- **Regional Security Officer.** He/she is responsible for the security of embassy personnel and facilities. He/she will sometimes offer training programs for host nation officials.
- **Centers for Disease Control and Prevention (CDC)**. This office stays abreast of health issues in the country and region, including those that may impact security.
- **Bilateral Affairs Officers (BAO)**. This office coordinates the State Partnership Program.
- **U.S. Department of Agriculture Foreign Agricultural Service (FAS).** The core mission of the FAS is to facilitate trade opportunities for U.S. agriculture and, where relevant, help countries improve their agricultural systems and trade opportunities. They have programming on food security and related issues.

Note: Not all embassies have all of officers/offices listed above (e.g. smaller embassies just have a combined POL/ECON unit).

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[10] Defense Security Cooperation Agency, "Chapter 4: Security Cooperation Organizations Overseas," in *Security Cooperation Management*, Defense Security Cooperation University, Fiscal Year 2022. https://dscu.edu/documents/publications/greenbook/04-Chapter.pdf?id=1

If chapter leaders are interested in speaking with U.S. embassy officials outside of the OSC, they should always start by reaching out to the OSC. The OSC can liaise with interagency colleagues and determine what country programs and relevant connections exist.

How to Prepare for this Session:

1. *For Locally Employed Staff*: Think about whether you reach out to chapter leaders in the course of implementing your security cooperation duties. If you don't reach out, why not? Which OSC events or activities could, or should, involve the community chapters? What value can the community chapters add to OSC activities? What value can the OSC add to community chapters? What concrete ideas do you have for improving the relationship between the community chapter and the Embassy?

2. *For Community Chapter Leaders*: Think about improved engagement with the embassy as a two-way street. How can you better link the embassy up with your chapter? Are there meetings or chapter activities you can routinely invite embassy officials to? What concrete ideas do you have for improving the relationship?

<u>**Working Sessions**</u>

Format: Loosely structured, small-group work

Objectives:
- To provide time for individual chapter and cross-chapter goal setting and relationship building

Background:

No one knows the unique roles, challenges, and opportunities of alumni chapters as well as other alumni chapter leaders. Three working sessions will afford attendees a chance to meet in national and bilateral settings, to exchange ideas and best practices and undertake important capacity building work together, in preparation for the "Way Forward" presentations on the final day of the program and the creation of a robust network of chapter leaders and LESes.

> **Session 1: Country Delegation Meeting (1015-1100).** Coming at the midpoint of the program, this session is an opportunity for the two community chapter leaders and LES from each country to meet as a country delegation. In this small group, they will discuss lessons learned, begin to draft 1-year and 3-year goals for the chapters, and determine the other chapters they most want to meet with and learn from. They will also consider which facilitators and Africa Center faculty have subject matter expertise and/or NGO expertise that they want to tap before the week is through.

> **Session 2: Chapter Pairings Round 1 (Africa Center's choice) (1100-1145)**. For this session, the Africa Center will twin community chapters. The twins will bring their country delegations together to discuss the strengths, weaknesses, and strategic goals of their chapters, to identify common ground and possible areas to work together. They will also swap advice and lessons learned. *Note: there will be no interpretation for this session*.

> **Session 3: Chapter Pairings Round 2 (Chapters' choice) (1145-1230)**. For this session, country delegations will be encouraged to twin themselves, seeking out other chapters they feel they can learn from or partner with. *Note: there will be no interpretation for this session, so chapters should consider language and ease of communication when twinning*.

How to Prepare for this Session:
1. Assess what you have learned thus far in the program and what you still want to learn in the remaining days. Who can help you find the answers you are looking for?
2. Begin to think about your chapter's "Way Forward" presentation on the final day. What are the 1-year and 3-year goals that make sense for your chapter? Which experts and chapters leaders can share information relevant to these goals, positioning the chapter toward success?

<u>Working Session Briefback</u>

Format: Roundtable discussion

Objectives:
- Hear how chapters used the working sessions, and what they learned from them
- Assess whether chapters are envisioning joint projects in the future
- Determine if there are still common challenges/gaps in chapter knowledge that need addressing

Roundtable: The Threat of Disinformation to African Democracies

Format: Presentations, followed by discussion

Objectives:
- Define disinformation and explain what it looks like with specific examples from Africa
- Explain why disinformation matters—how digital disinformation campaigns are having a cascading impact on African information systems, democracy, and sovereignty
- Discuss whether there is a role for community chapters in this space

Background:

Disinformation—the intentional dissemination of false or deceptive information for political purposes—is a rapidly developing threat to Africa's information systems and the democratic societies they undergird. In recent years, external and domestic actors have launched dozens of disinformation campaigns designed to distort and undermine the continent's information ecosystems, which are in a vulnerable state of transition as citizens rapidly adopt new means of accessing information through social media (an increase from 100 million African active users in 2016, to nearly 400 million today). Millions of deliberately false and deceptive posts currently cloud Africa's online social media spaces. These influence operations are designed to further the political agendas of external actors and elites, running counter to the interests of ordinary citizens and undermining constructive, fact-based political engagement.

The ensuing confusion in deciphering fact from fiction has had a corrosive effect on social trust, critical thinking, and citizens' ability to engage in politics fairly—the lifeblood of a functioning democracy.

Weaponized disinformation has proven to be particularly advantageous for malign actors external to Africa. Disinformation tactics are asymmetric tools that can be initiated inexpensively from a distant location to manipulate the information landscape for millions of people. Most publicly documented disinformation campaigns in Africa appear to be sponsored by external actors. Unchecked, these attacks represent a destabilizing threat to the open and dependable information pathways on which democracies rely.

African actors have begun developing innovative and effective initiatives—including accessible disinformation research, fact-checking networks, and digital literacy and media trainings—to build guardrails and resilience for Africa's shifting information ecosystems.

How to Prepare for this Session:
1. Read**:**
   - English: Africa Center for Strategic Studies, "Mapping Disinformation in Africa," *Infographic*, April 26, 2022. https://africacenter.org/spotlight/mapping-disinformation-in-africa/

- o Français: <u>Cartographie de la désinformation en Afrique – Centre d'Études Stratégiques de l'Afrique (africacenter.org)</u> https://africacenter.org/fr/spotlight/cartographie-de-la-desinformation-en-afrique/
- o Português: <u>Mapeamento da Desinformação em África – Centro África de Estudos Estratégicos (africacenter.org)</u> https://africacenter.org/pt-pt/spotlight/mapeamento-da-desinformacao-em-africa/

2. Read:
- o English: Africa Center for Strategic Studies, "Domestic Disinformation on the Rise in Africa," *Spotlight*, October 6, 2021 https://africacenter.org/spotlight/domestic-disinformation-on-the-rise-in-africa/
- o Français: <u>Hausse de la désinformation intérieure en Afrique – Africa Center</u> https://africacenter.org/fr/spotlight/hausse-de-la-desinformation-interieure-en-afrique/

3. Do you know of disinformation campaigns targeting your country? How did you learn about these campaigns and what tools did you use to understand and verify information about them? What has been your sense of the impact of these campaigns on your country? Be prepared to share a brief summary of this with other participants.
4. Consider if there are measures that your community chapter could take to mitigate disinformation, or whether this topic is too sensitive for your chapter to take on.

Additional Resources

Africa Center for Strategic Studies, "Disinformation", Topic In-Focus. https://africacenter.org/in-focus/disinformation/

Français: Centre d'études stratégiques de l'Afrique, "Désinformation**,"** FOCUS THÉMATIQUE. https://africacenter.org/fr/focus-sur/desinformation/

Special Session: Africa Center-LES Collaboration

Format: Meeting between the Africa Center and LESes. *Note: Community Chapter Leaders have time to continue their networking and preparation for Friday's "Way Forward" presentations*

Objectives:
- Share information on the Africa Center's upcoming FY'23 programs and participant profiles
- Solicit LES feedback on the Africa Center nomination process and challenges working with the Center
- Discuss expectations and how to build a stronger relationship between the Africa Center and the embassy

Forum 6: Chapter Key Activities and Funding Mechanisms

Format: Select chapter leaders are interviewed, followed by roundtable discussion

Objectives:
- Discuss major funding sources which can be leveraged for chapter activities
- Identify fundraising best practices
- Consider the formulation of realistic fundraising goals and whether there are ways to utilize technology or partnerships to lower fundraising needs

Background:

Historically the Africa Center has provided various types of support to community chapters' independent programs, ranging from in-kind contributions to direct financial grants for chapter research and conferences. However, per guidance received from the Africa Center's executive agent (i.e. administrative authority), the center is no longer allowed to provide direct grants to community chapters for their activities. Under current government regulations, the Africa Center cannot:

- Provide funding for chapter administrative costs. This includes rental and maintenance of office space, staff salaries, printing & copying, internet connection, equipment, electricity, transportation and other operating expenses.

- Authorize direct grants to community chapters for independent activities (those activities that do not include the presence of a U.S. government official), including research, conferences, and other meetings.

- Reimburse community chapters for costs associated with joint events and other activities if a formal request for funds was not approved by the Africa Center prior to the expenditure.

While this is unfortunate, Africa Center chapters _have_ successfully tapped into the following alternative funding mechanisms:

Membership Dues: Capitalizing on Committed Members. Dues serve two important functions. First, they represent a stream – albeit a small one in many cases – of revenue for an organization. Second, people tend to value things that they pay for more than things that are free. They also tend to work harder when they have a vested interest in the organization.

Individual Donors: Capitalizing on Citizen Support. Groups that receive substantial funding from individual donors also view engagement with these donors, volunteers, and members in their organization's mission as critical to their strategies for increased impact. Although building a larger, renewable individual donor base certainly has its rewards, doing so requires a more significant investment in time, energy, and resources than for organizations that depend on government or foundation support.

Foundations and International Organizations: A Mainstay for Many NGOs. Foundation and international organization support can be useful for a variety of purposes, including research,

launching new ideas, and evaluation of existing programs. Although most funders only provide relatively small, short-term grants, a few institutional funders may be willing to invest for longer periods if your organization has a clear strategy, a strong track record of success, and a mission compatible with the goals of the foundation.

Corporations: Applying Private Dollars to Social Change. The business community is often a source of both funding and in-kind contributions but this type of funding tends to be used only to supplement other income. Some high-impact organizations also engage sponsors by having them participate in programs. Corporate funding is, however, not the best solution for all organizations.

Government: Mobilizing Public Funds for Social Impact. Community chapters have to be very careful when pursuing and accepting government funding due to possible impacts on the chapter's "non-government" and "non-partisan" underpinnings.

Advancements in technology, especially Zoom and online polling software, open the possibility of moving some chapter business (e.g. General Assembly meetings and elections) online in order to save money, if community chapters lack infrastructure and a place to meet free of charge. Forging partnerships with institutions that have the infrastructure and overhead that chapters lack (e.g. national defense colleges) would be another way to lower fundraising needs.

How to Prepare for this Session:

1. Reflect on your chapter's current funding streams and 1-year and 3-year goals. Will current funding streams suffice, or will you need to make adaptations?
2. Do chapter members/individuals pay dues, make contributions, or do both to support your chapter's work? If not, is this a realistic future funding stream for your chapter? Why or why not?
3. Would you be interested in conducting virtual activities, such as elections, or meetings in the future?

Simulation Exercise and Briefback

Format: Role-play, followed by briefback

Simulation materials and instructions provided under separate cover.

Forums 7 and 8: Way Forward Presentations

Format: Brief 3- to 5-minute presentation by one member of each country delegation

Objectives:
- Each chapter will prepare a "Way Forward" written brief
- Each chapter will deliver a _short_ presentation to the rest of the group, based on this written document

By the end of the week, each country delegation is responsible for two deliverables:

1. Written brief
    a. Each chapter delegation should work together to prepare a written Way Forward brief. The brief should:
        i. List the three most important things the chapter delegation learned, or the three most important connections made during the week
        ii. List the chapter's "next step" resolutions, outlining 1-year and 3-year goals for the community chapter. In addition to outlining these "ends", the chapters should list the ways (how) and the means (with what/resources) they will use to reach their goals, as well as the potential risks they face.
    b. The written brief should be emailed to the Africa Center by 0900 EST on Friday, January 27th. The subject of the email should be "Way Forward – name of country." For example, the Nigeria Chapter should submit an email which reads, "Way Forward – Nigeria."
        i. Please use this email address: ACSSRegistrar@ndu.edu
    c. In addition to the hotel's business center, the Africa Center is providing a computer lab in the hotel ("Meeting Planning Office") which has 6 computers and is open 24-hours a day for group work.

2. Oral presentation
    a. Chapters should designate a spokesperson who will give a brief 3- to 5-minute oral presentation to the rest of the group on Friday morning.
    b. There will *not* be time to cover everything in the oral presentation, so the presenter should home in on the most important items. We recommend that the presenter covers:
        i. 3 most important lessons or connections
        ii. 1-year goals
        iii. 3-year goals
    c. Slides cannot be used