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SECURITY SECTOR GOVERNANCE (SSG) PROJECT

September 29, 2014 - February 1, 2021

Overview

The Security Sector Governance (SSG) Task Order No. AID-OAA-TO-14-00041 under the International Rule of Law Technical Assistance Services Contract No. AID-OAA-I-13-00032 was a six-year program funded by the U.S. Agency for International Development (USAID). Implemented by Chemonics International, SSG provided technical assistance and analysis on rule of law and security sector reform and assisted USAID to more effectively assess, design, implement, and evaluate security sector governance projects. Security actors and systems are critical to advancing USAID priorities and development. USAID has played an important role in establishing, maintaining, and improving security through its technical and material support to the security secretary via human rights and justice actors, including police, judicial, legal, prison, military, and paramilitary institutions. This also includes state and civilian-oversight mechanisms such as parliaments, national ombudsmen, the inspector general’s office, and civil society and media actors. As part of this work, USAID supports security sector governance (SSG), which is the set of policies, plans, programs, and activities that a government implements to provide services that promote safety, security, human rights, and justice in an effective, transparent, and accountable manner responsive to the needs of the public.

The SSG project was a demand-driven project that enabled USAID and the U.S. government to respond to requests for technical assistance under the August 2014 Presidential Security Governance Initiative (SGI). Under SGI, the U.S. government works with key partner states in North and sub-Saharan Africa to improve SSG, with the goal of addressing transnational threats such as illicit trade and trafficking, violent extremism, and regional conflicts. SGI is an interagency U.S. government initiative that includes agencies such as USAID and the U.S. Departments of State, Defense, Justice, and Homeland Security. Accordingly, SSG required extensive interagency collaboration and consensus for each activity or deliverable. The project was designed to support SSG activities in target countries in Africa, namely Ghana, Kenya, Mali, Niger, Nigeria, and Tunisia, to improve their security sector institutional capacity to protect civilians and confront challenges and threats. USAID later provided guidance that Tunisia would not be included, but the SSG project continues to assist the five other target countries. **The task order was implemented through the following four core tasks:**

 <p>Studies</p> <p>Complete short technical publications on examining and evaluating experiences implementing police accountability systems in the security sector and the applicability of lessons learned from efforts to reintegrate former combatants in disarmament, demobilization, and reintegration (DDR) programming to those leaving violent extremist groups.</p>	 <p>Workshops and Training</p> <p>Convene one-day workshops in Washington, D.C., that will bring together experts to refine and validate technical publications and other workshops to share the final technical publications with the community of practice.</p>	 <p>Assessments and Technical Advice</p> <p>Conduct one- to four-week assessments or technical advisory missions involving one to two specialists in specific cases to be identified, with 20-page reports produced from these assessments.</p>	 <p>Pilot Programming</p> <p>Implement pilot projects including advisory services, training and education, and other tools through long- and short-term technical assistance as requested by USAID and host national partners.</p>
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Cover Photo: Myanmar immigration officials read handouts on safe migration at IOM X’s “Make Migration Work” launch in Nay Pyi Taw, Myanmar on May 7, 2018. Photo Credit: IOM X

SSG Technical Publications and Resources

The SSG project provided USAID officers worldwide with tools and resources to assist in the design, implementation, and evaluation of SSG-related programs. Below are a list of publicly available SSG and rule of law (ROL) resources available on USAID's Technical Publications on Democracy, Human Rights and Governance (DRG) website, on the USAID Development Experience Clearinghouse, or via other public websites:

Security Sector Institution Building Toolkit

December 2017



This guide provides an overview of tools and approaches related to institution building programming. It is designed to highlight best practices that are applicable to security sector reform (SSR), to identify objectives for SSR programming and considerations, and guide readers through the process of strengthening government institutions in the security sector.

Inventory of USAID Security Sector Governance and Institution Building Programs

January 2019



This guide provides a list of USAID's SSR-related projects. The projects are categorized by sector and provide a broad sampling of the activities that USAID can undertake in SSR to support good governance and rule of law; conflict prevention; mitigation and response; and reintegration and reconciliation programs aimed at building civilian capacity to manage, oversee, and provide security and justice.

Security Sector Governance and Justice Indicators Guide

June 2019



This guide provides guidance on how to best define, collect, and use key indicators to monitor and evaluate USAID-implemented security sector assistance activities and programs. It also provides recommended outcome indicators and additional output indicators for problem sets specific to SSR (e.g., crime and violence prevention, improving customs and border management, improving community policing).

Rule of Law Practitioners' Guide

July 2020



This guide is designed for USAID personnel engaged in the daily practice of ROL programming. It is intended to supplement the ROL Framework with an examination of innovative tools, processes, and lessons learned gathered over the past ten years of ROL programming and to help strengthen future ROL program design and implementation by expanding on the tools, objectives, and necessary considerations at each stage of the program cycle.

Effectiveness of Police Accountability Mechanisms

August 2020



This report is a study of police accountability measures within SSR programming. Its purpose is to provide empirical examples of mechanisms for strengthening and improving police accountability and to summarize the existing evidence that links these mechanisms to improved police accountability. It draws on systematic studies, anecdotal evidence, and personal correspondence with experts and programmers and provides recommendations for effective programs and activities.

Gender and Security Sector Reform Toolkit

January 2021



This toolkit provides individuals assessing, designing, and implementing SSR projects in USAID (and the U.S. government more broadly) with a roadmap on how to successfully incorporate gender perspectives into the project lifecycle. It includes an introduction to the relationship between SSR and gender, presents key gender issues within the sector, and provides guidance on institution-specific issues and reforms.

Rule of Law and Security Sector Governance Indicators Guide

January 2021



The purpose of this guide is to support USAID officers designing and managing ROL and SSR projects and activities and is organized by type of program objectives to make it easy to identify which indicators are appropriate for the type of programming. It includes information on 521 indicators, 226 which are publicly available. The guide describes how USAID uses indicators, presents the characteristics of a good indicator, discusses gender considerations in collecting data, and provides recommended baskets of indicators that include publicly available data and relevant standard foreign assistance indicators where applicable.

E-learning Modules

The project created three e-learning modules and corresponding videos in collaboration with USAID technical experts and adult learning specialists. The below links are for the videos posted to YouTube, and the trainings are also available for continual learning points on USAID University:

Security Sector Assistance

May 2020



This training explains best practices on how USAID helps shape partner nations' policies and actions in the security sector to build legitimate institutions' capacity and effectiveness to provide security and safety for their people.

Non-State Justice Sector Programming

January 2021



This training assists USAID DRG officers and other practitioners in designing, implementing, and monitoring ROL programs that include support for community-level non-state justice systems.

Designing and Implementing Court Automation Projects

January 2021



This training assists DRG officers in designing and implementing court automation projects. It includes steps for conducting needs assessments and explains the advantages and challenges of court automation programming, drawing from lessons learned and successes.



Parakuo Naimodu, center, graduates from the Justice Project training, with Caroline Lentupuru, a gender resource specialist with Landesa, at right
Photo Credit: USAID/Kenya Enhancing Customary Justice Systems in the Mau Forest (Justice) Project

Workshops and Events

SGI Results Framework Workshop August 2015

SSG provided direct support to the SGI to develop a results framework for the SGI interagency working group. SSG organized a workshop in which U.S. government personnel involved in SGI identified and discussed the various levels of results expected from SGI and were able to further define the anticipated sub-objectives and some potential indicators for the SGI's results framework. The workshop focused on defining success as it pertains to SGI and identifying policies and processes needed to monitor and evaluate SGI's progress and success. The workshop resulted in a draft results framework reflecting SGI's objectives and SGI's sub-objectives.

NATO Building Integrity Workshop March 2019

The project facilitated an event with the NATO Building Integrity team, the Defense Security Cooperation Agency, USAID, and USAID implementing partners. The conference focused on NATO's Building Integrity efforts moving forward; an update on lessons learned from SGI and USAID projects in the fields of assessment, ethics reforms, public financial management, and women, peace, and security; and how USAID programs can continue to collaborate with other security sector reform initiatives. More than 35 participants were energized with constructive dialogue and provided recommendations on what tools they had that could be useful for others and on ways to collaborate in the future.

Technical Support to USAID Missions and DRG Center

Support to Mali Joint Country Action Plan September 2015

SSG supported the development of Mali's Joint Country Action Plan by sending a consultant to assist the U.S. government and non-U.S. government team working with the Government of Mali to finalize the plan. The consultant provided expertise in public administration and justice reform to the team, whose objective was to engage the Government of Mali in developing agreed-upon objectives for SGI's Focus Area #3 for Mali: Positioning the Ministry of Justice Human Capital to Implement Justice Strategy. The team defined objectives within this focus area and made subsequent recommendations for SGI programming.

Nigeria Defector Mission Report 2015 - 2016

In October 2015, SSG worked with a U.K. Department for International Development-funded team to assess the Government of Nigeria's process for handling defectors from Boko Haram and to identify applicable lessons learned from reintegration of former combatants in DDR programming. The team found that the Nigerian government did not have an overarching policy or strategy for reintegrating defectors and recommended further support from the U.S. government to develop a national countering violent extremism (CVE) strategy and to study potential reintegration programs.

In February 2016, at the request of USAID/Nigeria, SSG provided technical assistance to delegations implementing the Nigerian government's Recovery and Peace Building Assessment. Through a rapid assessment of current CVE programs and policy, the project found that the situation remained largely unchanged from the previous consultation to Nigeria. SSG recommended that the Nigerian government could benefit from support to civilian-military coordination and to the development of a cohesive national strategy on CVE.

Case Management and Information Systems (CMIS) Support in Ghana 2016 to 2017

From September 2016 to April 2017, the project provided recurring support to USAID/Ghana to inform the design of a USAID project to develop an automated, integrated case tracking system for the Ghanaian government. The project provided in-country technical support through a CMIS expert and information communications technology expert, who conducted a variety of workshops and stakeholder meetings with the Ghanaian government and key justice sector actors including the judiciary, prison officials, police, and prosecutors. Efforts included workshops with senior officials (e.g., Attorney General, Chief Justice, Minister of Interior) to design change-management efforts that ensure the sustainability of the new system and to strengthen buy-in, build inter-agency commitment and political will, and define the specifications of the system. Because their work helped design a program, the consultants signed non-disclosure agreements and submitted their reports directly to the USAID mission in Ghana.

Assessment of Kenya's Justice Sector July 2018

The SSG project assessed the Kenyan justice sector through three weeks of field work. The U.S. Embassy in Nairobi has used the Kenya justice sector assessment's final report to inform the activities of its Justice Sector Sub-Working Group and advocate directly to the Kenyan president for reforms in the justice sector. It is serving as an important tool to influence one of the greatest challenges facing Kenya in recent years.

Assessment on Combating Organized Crime in Mali May 2019

The project conducted an assessment on how to improve the security sector's capacity to address transnational organized crime (TOC) in Mali. This research identified some previously unknown areas where the U.S. government can effectively address both organized crime and violent extremist groups. The U.S. Ambassador in Mali and other U.S. government officials working in the region routinely cite this research as a key guiding document for their work. The project also worked with the USAID/Mali Mission to create an Executive Summary of the report to be presented to the Ambassador, who subsequently shared a French-translated version with the former President of Mali.

Assessment on Malian Artisanal and Medium-Scale Gold Mines February 2020

The project conducted a second assessment in Mali focused on artisanal and medium-scale (ASM) gold mining. This was a first-of-its-kind research that touched dynamics related to revenue, taxation, types of mine workers, production, child labor, sex workers, and mercury use. The project located, mapped (using cell phone geolocating capabilities), and surveyed a total of 92 sites in the primary gold production regions, representing a significant proportion of ASM sites in Mali. One key finding was the near universal and unregulated use of mercury in the gold washing process. The USAID mission has taken this new information and is using it to inform its health and agriculture work. In addition to USAID, other donors have taken an interest in the information uncovered and will be able to use it to guide future programming.

SSG contributed relevant findings, including number of workers per site (disaggregated by sex) and estimated production per site, to the Delve global database on ASM gold in August 2020. The project also gave two virtual presentations: one on October 29, 2020 to a USAID Washington, D.C.-based audience and one on November 24, 2020 to the USAID/Mali mission.

Assessment on Combating Organized Crime in Niger May 2020

After the production of the Mali TOC assessment, the USAID/Niger mission requested a similar assessment. SSG conducted research on-the-ground in Niger with an international TOC researcher and Nigerien researchers. The project produced the report *Organized Crime, Extremists & the Security Sector in Niger* and created a map revealing networks among government actors, security sector actors, business elites, organized crime actors, and violent extremist groups, demonstrating clear evidence of collusion between organized crime and the state. Thoroughly researched and triangulated, the map illustrates the pervasiveness of corruption on the part of Nigerien elites to the detriment of the nation's security, national budget, and general well-being. SSG delivered a virtual presentation to the USAID/Niger mission on July 23, 2020 with about 20 attendees.

Mali/Niger/Burkina Faso Joint Presentation on Violent Extremism(VE) and TOC August 2020

As a direct result of the presentation of *Organized Crime, Extremists & the Security Sector in Niger*, the project was asked to create and deliver a presentation tying together the findings of the three Chemonics-produced reports related to VE and TOC in Mali, Niger, and Burkina Faso. The Washington, D.C.-based presentation was delivered on August 19, 2020 with about 65 attendees.

Rule of Law Policy Assistance August 2020 - January 2021

In support of the development of USAID's new ROL policy, the project provided support to an embedded ROL policy advisor and the core working group, conducted a content summary analysis of ROL policies and strategies of leading bilateral and multilateral donors, conducted a literature review of ROL assistance since the publication of 2009 USAID's ROL Assessment Framework Guide, and disseminated said findings.



A tailor checks for messages in Niamey, Niger | Photo Credit: Katya Tsvetkova

Analysis of Disinformation and Fake News in Niger September 2020 to January 2021

The project conducted research on disinformation in Niger aimed to aid in the understanding of who the producers/disseminators of disinformation are; to understand the pathways of disinformation in the media ecosystem of Niger; and to explore options for enhanced public, media, civil society, and the Nigerien government collaborations to mitigate or counter the destabilizing effects of TOC's and violent extremist organizations' use and leverage of disinformation.

The project collaborated with local Nigerien researchers, internationally renowned experts, international organizations, and tech-savvy corporations to provide a comprehensive and holistic report. SSG held the virtual report-out in December 2020, and eight USAID staff members, including the USAID Niger country mission director, attended.

The recommendations that emerged from the research included strengthen governance and transparency mechanisms to strengthen institutions (e.g., rule of law, press, fight corruption); invest in fact checking information in partnership with local outlets (e.g., radio, TV) to counter election and COVID-19 disinformation; and promote digital literacy to citizens, leaders, and journalists in Niger to increase critical thinking.

World Justice Project (WJP) Activities

The project worked with WJP on several initiatives related to its ROL Index, which is a quantitative assessment tool designed to measure how the rule of law is experienced and perceived in practical, everyday situations by the general public worldwide.

Rule of Law Index Mission Presentations

October 2020

WJP provided briefings to the SGI USAID missions in Mali, Niger, Ghana, Kenya, and Nigeria on the ROL Index findings for their respective countries. The goal was to provide the U.S. government with an unbiased and internationally recognized standard on how well a country is performing on the rule of law. More than 70 USAID staff members attended the presentations.

Civil Society Education on Rule of Law Index Findings

November 2020

The project provided a grant to WJP to conduct education efforts for civil society members in Niger, Nigeria, Ghana, Kenya, and Mali on the ROL Index findings. The objective was to provide this information to inform their efforts and provide data that can be used for monitoring and evaluation. The presentations were attended by more than 180 members of civil society organizations, academics, and international development experts.

Rule of Law Reports

November 2020

The project supported WJP in collecting data for Mali and Niger for the 2019 ROL Index, countries that WJP previously did not include. WJP submitted summary statistics from Qualified Respondents Questionnaires administered in Mali and Niger and uploaded the datasets to the Development Dataset Library. WJP presented the final data in two detailed reports providing more in-depth analysis of the index findings for Mali and Niger (linked below).

Geographic Focus

