GUIDELINES FOR USING THE
SECURITY SECTOR REFORM (SSR)
BEST PRACTICES AND LESSONS LEARNED REPOSITORY

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This document explains the structure and use of the following materials produced for the Security Sector Reform (SSR) Team, Office of Rule of Law and Security Institutions, United Nations Department of Peacekeeping Operations.

1. Interactive SSR reference spreadsheet.
2. Bibliography of documents included in the spreadsheet and reviewed by the Stimson team.
3. Practice notes on best practices and lessons learned in the six key thematic areas researched.

The Stimson repository of documents, reference spreadsheet, and corresponding practice notes will be used by the SSR Team to develop field guidance for UN peace operations and to inform UN partners system-wide.

INTERACTIVE SSR REFERENCE SPREADSHEET[1]

We have organized the spreadsheet such that the rows contain SSR themes and activities extracted from the documents compiled and indexed by the Stimson team. The following list reflects the six primary collection areas on which we were asked to focus, led by an overarching category with content applicable to all six primary areas:

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[1] To enable the spreadsheet to function properly, it is important to note that the Excel protection scheme also disables some of the navigational features that are essential for efficient use of the spreadsheet. The navigational features can be re-enabled by addition of a Macro that specifically enables them. Macros are controlled by users and by how they set up Excel when they install it on their PCs. Many organizations' IT departments set a high protection level on Macros as the default setting, meaning that some people will need to click a prompt to Enable Macros when they first open the spreadsheet. And others, with the highest macro protections, will have to reset their Macro Protection to a lower value (medium or low) prior to opening the spreadsheet. Should a user choose not to enable macros, they can still open the spreadsheet, but the navigational features such as the expandable outlines that let them view all content will not work.

When you download and open the spreadsheet in Excel, you may be prompted to ENABLE MACROS, which is necessary for the Spreadsheet to be fully functional. If your copy of Excel has set macro protection to Very High or High, you will need to change that to Medium or Low prior to opening the spreadsheet.

Macro security is set by opening Excel and from the menu bar choosing Tools → Macro → Security. On the resulting popup, check either the Medium or Low option. Click OK, exit Excel, and re-open it to have the revised setting take effect.

With the Medium setting, users are prompted as to whether they wish to enable macros. With the Low setting, macros will be enabled without prompt.

- **General program design, planning, and implementation**, an overarching category for concepts that apply to every thematic area, including themes of national ownership, international cooperation, relationship of SSR to peace agreements, and program monitoring and evaluation.
- **Defense sector reform**, particularly looking at the four case examples of MONUC support for reform of FARDC in DRC, international support for rebuilding the Afghan National Army, US-funded contractor support for reconstitution of the Armed Forces of Liberia, and UK training support for the Republic of Sierra Leone Armed Forces. In addition to the case examples, the spreadsheet flags all documents' references to good defense sector reform practice.
- **SSR and stabilization**, which involves studying SSR programming in the context of continued instability and active conflict.
- **Threat assessments and reviews,** especially modalities, challenges, and opportunities from national or partner-led efforts.
- **National security policies and strategies**.
- **Governance and oversight of the security sector**.
- **Management of the security sector**.

The columns in the spreadsheet list the documents surveyed, grouped by government/organization/ authors/case example, ranging from governments and international organizations to non-governmental organizations and individual scholars.

Rows and columns visible to the user can be expanded one at a time by clicking the "**+**" buttons above the columns and to the left of the rows. Alternatively, all rows or columns can be expanded to a given level by clicking on the numbers positioned at the top left corner of the screen (circled, Fig. 1).

Figure 1: SSR Spreadsheet with Rows and Columns Collapsed

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Once expanded, the rows and columns can be collapsed by clicking on the numbers on the top left or the "–" sign above the columns or to the left of the rows (see Fig. 2).

Rows currently have four or five levels of sub-themes beneath the top-level themes, for a total of five or six levels. Fully expanded, the rows contain over 800 detailed SSR activities. They may relate to case studies, institutions that operate within a thematic area, or different processes/steps to be taken to implement programming in that thematic area.

Columns currently have two levels in the outline. The collapsed level shows only the blue-highlighted identifying columns for each actor. Rows marked with an "x" indicate themes that are treated within that actor's set of documents. Expanding the actor's columns reveals the source documents for that actor, each in its own column, with an abbreviated document title and year of publication in the top cell (see Figure 2). Clicking on the source document cell itself will open up the full document, in PDF format; closing the PDF will return the reader to the SSR spreadsheet. Any document cell colored green indicates that the document is a third party publication, but was either commissioned by the government or organization in question or speaks in detail about that government or organization's engagement in SSR.

Figure 2: SSR Spreadsheet with Selected Rows and Columns Expanded One Level

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When columns and rows are expanded, as in Fig. 2, spreadsheet cells show document pages or paragraph numbers that pertain to a particular theme/activity (in the example shown, general program design and national security policy themes found in documents from South Africa). This will allow the user to locate easily references to a specific activity in a particular document and also facilitate the scanning of all relevant documents for purposes of building guidance on a given theme.

Stimson developed the initial thematic activities list for our six areas of focus based upon readings from the Geneva Centre for the Democratic Control of Armed Forces (DCAF), Centre for Democracy and Development, Organization for Economic Cooperation and Development (OECD), US government, and African Union, and subsequently added recommended activities from a variety of other actors. Stimson's highest priority was collecting a comprehensive sample of recommended SSR activities from a globally representative group of actors. Not every potential SSR activity is listed nor are page numbers provided for the SSR activities contained within each documents, but it is a beginning reference point to locate information in the documents.

Clicking on the "S" just beneath the source document title cell (Fig. 2) will take the user to a document summary located on a sub-page of the spreadsheet (Fig. 3). Clicking the "Author/Actor" cell of the summary box will return the user to their prior location in the SSR spreadsheet.
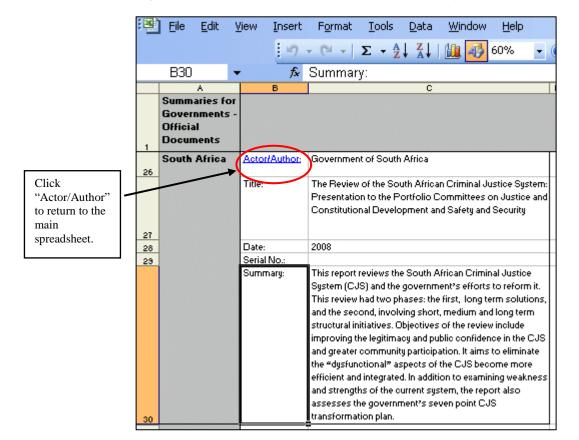
Figure 3: SSR Spreadsheet, Sample Document Summary

SELECTED BIBLIOGRAPHY OF SSR-RELATED DOCUMENTS SURVEYED BY THE STIMSON TEAM

The bibliography contains all citation for the 193 publications included in the spreadsheet. We have included Web links to documents, where available. The bibliography is organized comparably to the structure of the spreadsheet, with sections for governments, United Nations, other international organizations, and NGO and civil society publications.

For a complete bibliography of all 500+ documents collected and included in the document repository, please contact FOPO directly at 202-223-5956.

PRACTICE NOTES

The spreadsheet and document repository were the resources for writing practice notes (analytical summaries) of best practices and lessons learned averaging 15 pages each on the six SSR themes that Stimson was asked to address. The first three practice notes are now available in the themes of defense sector reform, threat assessments and reviews, and national security strategy and policy. The remaining three will be posted shortly.