

## PROMOTING CONFLICT PREVENTION THROUGH SECURITY SECTOR REFORM:

### Review of Spending on SSR through the Global Conflict Prevention Pool

#### Recommendations and HMG Responses:

***Recommendation 1: That HMG develops as a matter of priority an SSR policy that recognises the multi-faceted nature of SSR: promoting security and justice broadly, strengthening governance, and preventing conflict.***

HMG recognises the importance of SSR as a vehicle to facilitate conflict prevention, good governance, and economic and social development. We also recognise that SSR is most successful where diplomatic, defence and development actors support a 'whole of government' response to security sector challenges. Therefore as part of the relaunch of the Conflict Prevention Pool (CPP), **we will** reaffirm FCO, DFID and MoD Ministers' commitment to SSR. We will also update and reissue the SSR Policy Brief, first published in 2003.

***Recommendation 2: That HMG clarifies whether CPP should address longer-term needs or be used as seed money to jump start longer-term SSR activities.***

***a) If CPP funding is used as seed money, it will be important to consider the options for longer-term funding for the SSR projects started by CPP and the agreements necessary between CPP and other HMG or international funding mechanisms before commencing programming.***

***b) If CPP funding is used for longer-term SSR activities, it will be important to ensure that it does not duplicate work carried out by individual departments, by international partners, or with other funding streams and that adequate funding is available over the longer-term.***

The CPP steering team will clarify this issue. But the answer is both - it depends on the context in which the activities are being enacted. The CPP steering team **will** clarify how to ensure CPP funding is best utilised in the form of bid guidance. Every effort will be made to ensure complementarity between CPP funded SSR activities, and programming supported by other sources of HMG funding.

***Recommendation 3: That in developing the new Security and Small Arms Control (SSAC) programme, the CPP consider how best to maximize operational support. In particular, the CPP may wish to consider how the SSAC can promote:***

***a) Formal SSR policy development to help guide CPP SSR programming;***

***b) A deeper understanding throughout HMG of the value and objectives of engaging in SSR in the short, medium and longer term, with special attention to senior officials, and to highlight the contribution SSR can make to improved governance, economic and social development and conflict prevention; and***

***c) Greater geographical focus and longer-term engagement, to enable the Security Sector Development Advisory Team (SSDAT) to deepen their knowledge of context to improve effectiveness and impact of CPP***

***investments, without limiting the flexibility to engage as short term needs arise.***

**We will** ensure that the SSAC strategy provides 'value added' over and above the activities and expertise that it funds and **will** assess progress against this aim in our annual review. **We will** revise the SSAC programme Governance structure to ensure that senior management in all three international departments develop a deeper understanding of the contribution SSR can make to delivering against HMG's strategic objectives. **We will** develop priority criteria for SSAC resource allocation to ensure greater geographical focus and **we will** increase the capacity of SSAC funded resources such as the SSDAT to respond to the needs of CPP programmes, whilst still maintaining their flexibility to engage as short term needs arise.

***Recommendation 4: That HMG draws on Global Conflict Prevention Pool experience to develop HMG-wide strategies to guide all activities in priority CPP countries.***

The CPP Steering Team **will** encourage relevant Senior Reporting Officers to oversee the development of HMG-wide strategies to guide all activities in priority CPP countries as part of the criteria for the allocation of funding. Progress against this recommendation in terms of numbers and utility of HMG strategies will be measured from a 1 April 08 baseline as part of the CPP annual review process.

***Recommendation 5: That where SSR is a priority in the HMG-wide strategies, focused SSR strategies should be developed to clarify the role SSR plays in conflict prevention and the value-added of different departments in implementing SSR.***

The SSAC programme **will** ensure that we provide priority CPP countries with the guidance and support they require to develop specific SSR strategies to guide HMG funded SSR activity in country. Progress against this recommendation in terms of numbers and utility of SSR strategies will be measured from a 1 April 08 baseline as part of the CPP annual review process.

***Recommendation 6: That the CPP takes the necessary steps to develop an adequate appreciation of the security and justice environment to guide the development of an SSR strategy, including scoping studies, combining ongoing project work with informal assessments, and using inception phases to gather information, in addition to full assessments of the security and justice environment.***

The SSAC programme **will** develop guidance to assist CPP programmes in undertaking security sector assessments prior to commencing SSR programmes. This guidance will be produced by the end of 2008, and will be based on the best practice cited in the OECD DAC Handbook on Security System Reform. Expert resources provided through the SSAC programme, such as the SSDAT, will be fully conversant with such assessment tools.

***Recommendation 7: That the CPP strengthens monitoring, evaluation and risk management procedures for multi-year programmes, with a view to issuing specific guidance for CPP regional programmes.***

The SSAC programme **will** produce specific guidance for the identification, management and mitigation of risk in CPP-funded SSR programmes by September

08, and **will** seek to pilot the guidance in collaboration with regional programmes over the course of FY08/09. **We will** also produce specific monitoring and evaluation guidance by Dec 08, which will also be piloted over the same period. Both sets of guidance will inform future iterations of the OECD DAC Handbook, due to be updated in 2009/10.

***Recommendation 8: That where focused SSR strategies are produced, in addition to specifying the medium to longer-term outcomes, these strategies should:***

- a) more clearly identify specific outputs that will contribute to achievement of outcomes during each six-month period, and***
- b) contain a communication strategy aimed both at local stakeholders and UK policy-makers.***

**We will** dedicate SSAC programme resources to supporting regional programmes develop clearer specific outputs and outcomes over the short and medium term. This work will be closely linked to the development of appropriate monitoring and evaluation guidance. **We will** produce a communications strategy for the SSAC programme by September 08. **We will** dedicate SSAC programme resources to supporting regional programmes strengthen the communications components of current and future SSR programming in country.

***Recommendation 9: That the CPP SSAC programme develops guidance for CPP bidders to assist them in thinking through the core principles of successful SSR programming and potential synergy with related activities.***

**We will** update and reissue the SSR guidance developed for the ACP following the review of security and justice programming in 06/07. This guidance **will** include advice on addressing the perceived constraints caused by the Official Development Assistance requirements (see recommendation 11 below) and will be issued by July 08.

***Recommendation 10: That the CPP consider exploring how to break down funding silos within the SSAC programme to promote and link the flexible allocation of resources to the highest priority conflict prevention activities.***

**We will** issue a SSAC programme strategy document that commits us to making synergies between SSR and SALW control wherever possible. Any currently uncommitted funding within the SSAC programme **will** be allocated in support of interventions designed to promote joint SSR and SSAC initiatives. **We will** measure progress against this aim as part of the annual review process.

***Recommendation 11: That CPP assesses the impact of the Official Development Assistance (ODA) requirement on its ability to support the highest priority conflict prevention activities with a view to presenting the evaluation to HM Treasury at the end of the first year of CPP operations.***

The CPP Steering Team **will** include an assessment of the impact of ODA targets in its annual financial reporting to HM Treasury. The SSAC programme **will** issue guidance as to how best to ensure that maximum 'ODAability' is derived from SSR interventions, without diluting their conflict prevention potential.

***Recommendation 12: That the CPP considers appointing full time Programme Officers in countries where security and SSR are identified as a priority and the magnitude of programming warrants such an investment and determines how to provide requisite administrative support.***

The CPP Steering Team **will** encourage the appointment of Regional Conflict Advisers, and will ensure that every CPP programme has a full-time programme manager. We **will** carry out a review by the end of FY09-10 of the adequacy of in-country project management capacity across the CPP.

***Recommendation 13: That the CPP considers whether additional London-based SSR/ justice advisory support is desirable to improve the quality of SSR interventions, as well as to maintain HMG's position as 'market leader' in SSR, and if so, how to obtain and improve that support.***

The SSAC programme **will** develop skills criteria for SSR advisory support by September 08, which will form the basis of future SSR training and capacity building interventions within the three international departments and the Home Office through institutions such as the GFN. Over FY 08/09 and beyond, these skills will be further developed at sub-sectoral level (Policing, Defence, Intelligence etc) to form the basis of assessment criteria for private sector consultancy support. We **will** ensure that those currently providing SSR inputs on behalf of HMG have the necessary skills and experience to undertake such work.