

ASSET Practice Note

Cross-Cutting Issues in SSR Training and Education

This practice note provides tips and practical examples on ways in which to integrate cross-cutting issues in SSR training and education.

What are cross-cutting issues?

Cross-cutting issues are relevant to more than one particular topic within a given area. For instance, issues such as local ownership or gender are key to understanding different topics within security sector reform (SSR) such as defence reform, SSR assessments or parliamentary oversight. However, when designing and delivering SSR training and education, cross-cutting issues are often insufficiently addressed.

Cross-cutting issues can also serve as entry-points to introduce SSR issues – especially in contexts where SSR remains highly sensitive or is simply not on the agenda. For example, a training course on human rights or democratic governance could be used as a bridge or a guiding framework in which to discuss SSR.

Examples of cross-cutting issues in SSR include:

- Human rights
- Democratic oversight
- Cultural awareness
- Local ownership
- Diversity
- Gender and women
- Non-state actors
- Youth and children
- HIV/AIDS
- Peacebuilding
- Small arms and light weapons
- Corruption
- Development/reconstruction

How can cross-cutting issues be addressed in SSR training and education?

When faced with time constraints and many different cross-cutting issues, it is not always possible to have separate training/education sessions to cover each of these relevant issues. Rather, certain cross-cutting issues can be prioritized based on the participants, the training needs assessment and the learning objectives of the course, allowing a few individual sessions on cross-cutting issues to take place.

More importantly, as cross-cutting issues by their very nature are relevant to a range of SSR topics and skills, steps can be taken to integrate them throughout SSR training and education. This way they are not portrayed as separate or 'special' issues but rather as inherent to many different aspects of SSR.

Tips for how to incorporate cross-cutting issues throughout the assessment, design, implementation and monitoring and evaluation of SSR training and education include:

Training/Education Needs Assessment

- Include questions regarding participants' work experience, knowledge and/or interest in learning more about cross-cutting issues.
- Conduct background research to understand the relevance of cross-cutting issues to the context of the participants. For instance, HIV/AIDS might be a highly relevant cross-cutting issue when addressing SSR in Sub-Saharan Africa or the Caribbean.

Learning Objectives

- Include relevant cross-cutting issues in your learning objectives, such as: *After this training, the participants will be able to design a gender-sensitive penal reform project evaluation.* Cross-cutting issues should be made integral to the learning of SSR, not additional to it.

Trainers/Teachers

- Select trainers/teachers with expertise in relevant cross-cutting issues and training/teaching skills. As cross-cutting issues are sometimes sensitive, it is important to have an understanding of adult pedagogy and solid training/teaching experience.
- Select trainers/teachers with credibility on the cross-cutting issue. For instance, it may be more effective to select a senior-ranking police officer with human rights expertise to deliver a session on human rights to ministry of interior officials rather than a human rights activist. Or to have them co-facilitate the session.
- Include sessions by local experts on the cross-cutting issue – such as a Nepali expert on non-state actors.
- Include resource persons with expertise on a cross-cutting issue to participate throughout the training/education or during certain sessions.
- If developing a training/education course with multiple trainers/teachers, you can distribute information to them on cross-cutting issues and explicitly state that they are expected to include cross-cutting issues in their sessions.

Participants

- Ask the organisers to recruit a diverse group of participants – for instance with representatives from civil society organisations and a balanced number of women and men. A diverse group of participants with experience in various cross-cutting issues is an important resource to draw from.

Content

- Specifically schedule 5 -10 minutes in relevant training sessions to address the cross-cutting issue. For example, if there is a session on international and national laws and norms on SSR you may include related legislation on gender, such as UN Security Council Resolutions 1325 and 1820 on women, peace and security.
- Schedule a specific session if the cross-cutting issue is particularly important to the context or if it emerges as a priority in the training/education needs assessment. For instance, a training on border management for

Lesson learned: integrating gender into SSR whole of government training

It was a two and a half day training on SSR for 24 participants including Scandinavian security sector personnel and government ministry representatives and a handful of UNDP Kosovo staff.

Rather than have a separate session on gender and SSR, it was decided that we would try to mainstream gender issues throughout the training. Therefore in the first session 'An Introduction to SSR Policy and Practice' I had two powerpoint slides and 10 minutes to introduce the Gender and SSR Toolkit as well as what gender is and why it is important to SSR.

However, as soon as I started a participatory discussion on gender and its relevance to SSR, participants enthusiastically began debating the issue and providing examples from the field. This derailed the timeframe of the session and demonstrated the interest participants had in spending more time on this cross-cutting issue. Since that experience, I try to make sure to include a training session specifically on gender and SSR as well as integrating it into the other relevant training sessions.

parliamentarians might need a specific session on small arms and light weapons (SALW) in order to provide the necessary information and time for in-depth discussion and exercises.

- Review training/education materials, including materials of co-trainers or additional presenters, to ensure that they adequately incorporate cross-cutting issues.

Pedagogy

When facilitating SSR exercises, the trainer/teacher can ask questions or draw out conclusions related to cross-cutting issues. Tips for how to integrate cross-cutting issues into common SSR training exercises include:

Security Sector Mapping – developing a visual map of security sector actors and how they relate to each other (see Practice Note on SSR Mapping).

- Include actors working on cross-cutting issues, such as human rights and women’s civil society organisations or the government ministry responsible for children and youth issues.

Case Studies – hypothetical or real descriptions of SSR contexts (see Practice Note on Using Case Studies)

- Include background information on cross-cutting issues and a specific discussion question on a cross-cutting issue. For instance, include information on how SSR is part of the larger peacebuilding process and add a discussion question on the relationship between SSR and peacebuilding.

SWOT Analysis – brainstorming or analysing the strengths, weaknesses, opportunities and threats in a particular SSR process.

- Raise cross-cutting issues under the different categories or have a SWOT analysis specifically focused on a cross-cutting issues such as democratic oversight.

Gaps Identification – identify and examine needs or gaps in an SSR process.

- Have participants analyse which cross-cutting issues remain a need/gap.

Policy/Text Analysis – analyse documents such as national security policies or SSR project evaluations.

- Ask participants to identify missing cross-cutting issues and/or discriminating wording and draft alternative text.

Simulations/Role Plays – simulate interactions between SSR actors or role play SSR scenarios.

Lesson learned: MISSING ANOTHER LESSON LEARNED ON HRs OR ANOTHER CROSS-CUTTING ISSUE... IDEAS?

- Include roles related to cross-cutting issues such as a representative from a minority rights NGO or a traditional justice provider. Give background information on cross-cutting issues. Include a cross-cutting issue as a priority for one of the key actors – for instance a government minister.

Action Planning – draft a mock or real action plan related to SSR including, for instance, objectives, activities, indicators, partners, timeline and sources of funding.

- Ask participants to identify and integrate key cross-cutting issues throughout the action plan.

Timing

- Introduce cross-cutting issues at the beginning of the training or course – this way reference can be made to them throughout the course for effective mainstreaming.
- When designing the course, allocate time to address cross-cutting issues. If you are running out of time, do not automatically cut out the cross-cutting issues.

Resources

- Utilising and distributing a wide range of materials/resources related to cross-cutting issues provides participants with additional tools that they can take away from the course. For instance, trainers/teachers can distribute a list of additional resources on the cross-cutting issue, print and pass out articles or manuals on the cross-cutting issue, or circulate contact information for experts on the issue.

Monitoring

- If cross-cutting issues are included in the learning objectives, monitoring whether or not these objectives are being reached can be done through various exercises throughout the training. Specific questions on cross-cutting issues should be incorporated into monitoring exercises.

Evaluation

- As with monitoring, evaluation of the training or course can include reference to cross-cutting issues. For instance, training evaluation questionnaires can include questions on how the participant will incorporate the cross-cutting issue into their daily SSR-related work or how much they have learned on the cross-cutting issue.

Where can I find more information?

Cranfield Centre for Security Sector Management: <http://www.ssronline.org>

DCAF. *Gender and SSR Training Resource Package*. 2009.
<http://www.dcaf.ch/gssrtraining>

Global Facilitation Network for Security Sector Reform: <http://www.ssrnetwork.net>

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