



US Africa Command Security/Defense Sector Reform Operational Model

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Agenda

- **Problem Statement & Methodology**
- **Security/Defense Sector Reform Model**
- **Defense Sector Reform Sequencing**
- **Security/Defense Sector Reform Lines of Operation**
- **Summary**



Problem Statement & Methodology

- **Problem Statement:** Africa Command is supporting various Defense Sector Reform (DSR) activities on the African Continent without an overarching SSR/DSR framework/guidance
- **Methodology:** Apply Commander approved DSR Conceptual Model and “operationalize” for Staff and subordinate organizations.
 - Decompose Lines of Operations (LOOs) from conceptual model
 - Include Intermediate Military Objectives for each LOO and End State for each group of related LOOs
 - Incorporate DSR assessment findings from Africa Command DSR-like activities on Continent



Security Sector Reform

Governance

Security Sector Reform

Security/Intelligence

Justice

Police

Border Patrol, Security, etc.

Defense Sector Reform

Defense Institutional Reform

Defense Capability

Security Sector Reform: Transformation whereby all **actors work together** to manage & operate system in a manner **consistent with democratic norms & sound principles of governance**, and thus contributing to a well-functioning security framework.

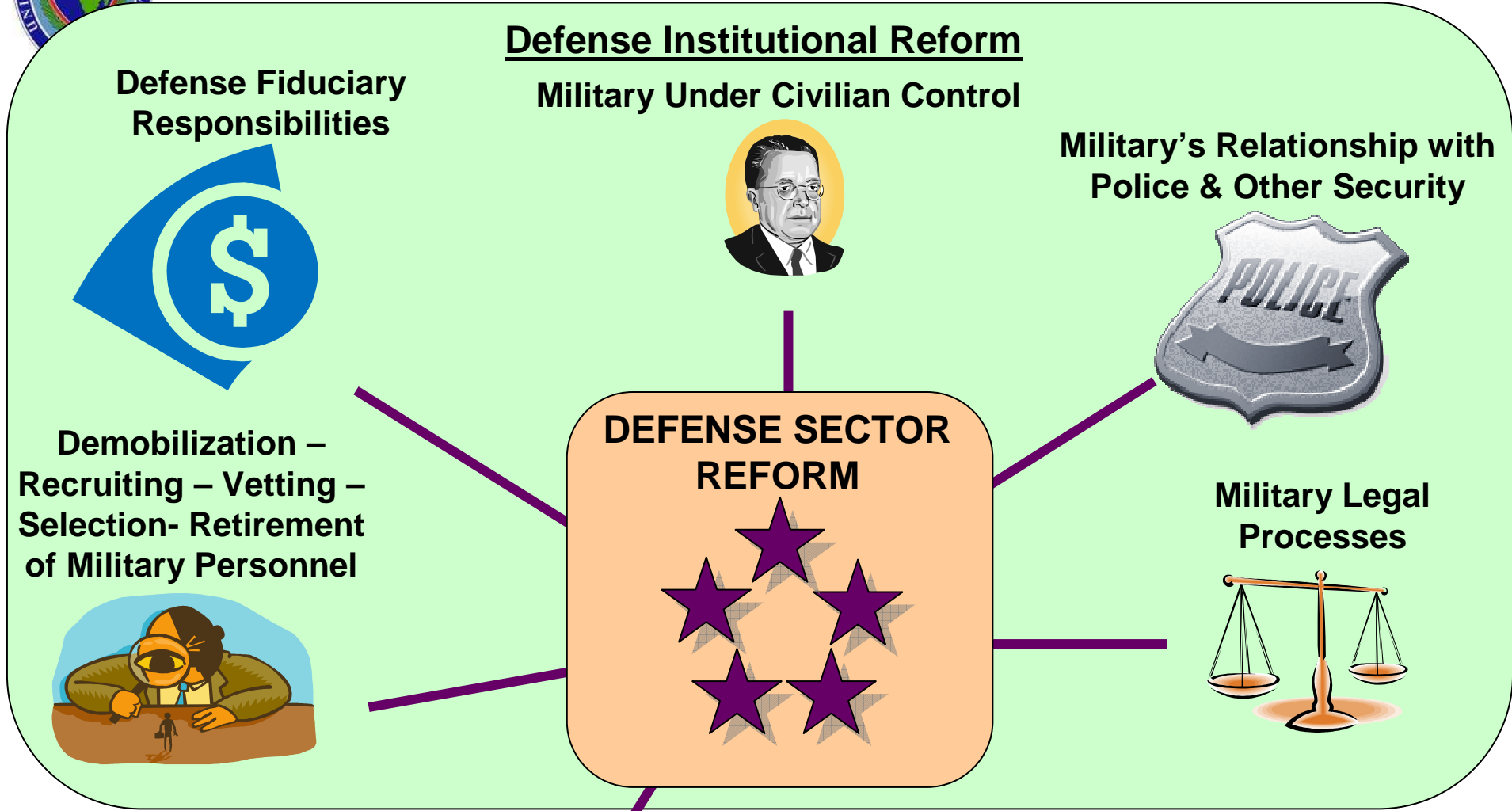
Up front assessment frames problem set; Partner Nation must buy-in to SSR to ensure success

Security Sector Reform: Department of State (DoS) has lead for SSR; Department of Defense (DoD) supports DoS in SSR through DSR



Defense Sector Reform Model

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Defense Capability

Defense Capability building is only one element of Defense Sector Reform – is the one the military is most familiar with and proficient.

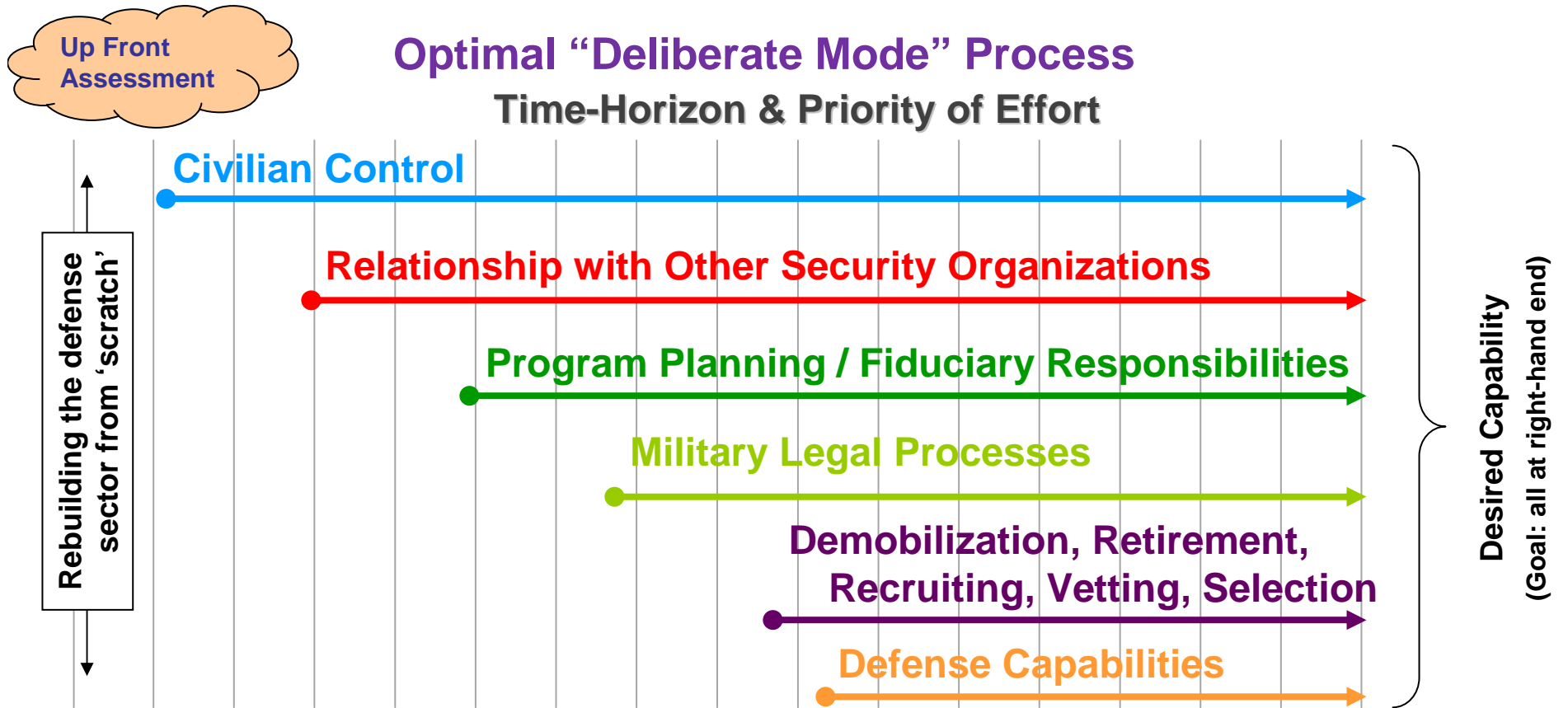
REF: Boucher, Alix, *Defense Sector Reform*, Stimson Center, July 2009

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Proposed Defense Sector Reform/Building Model

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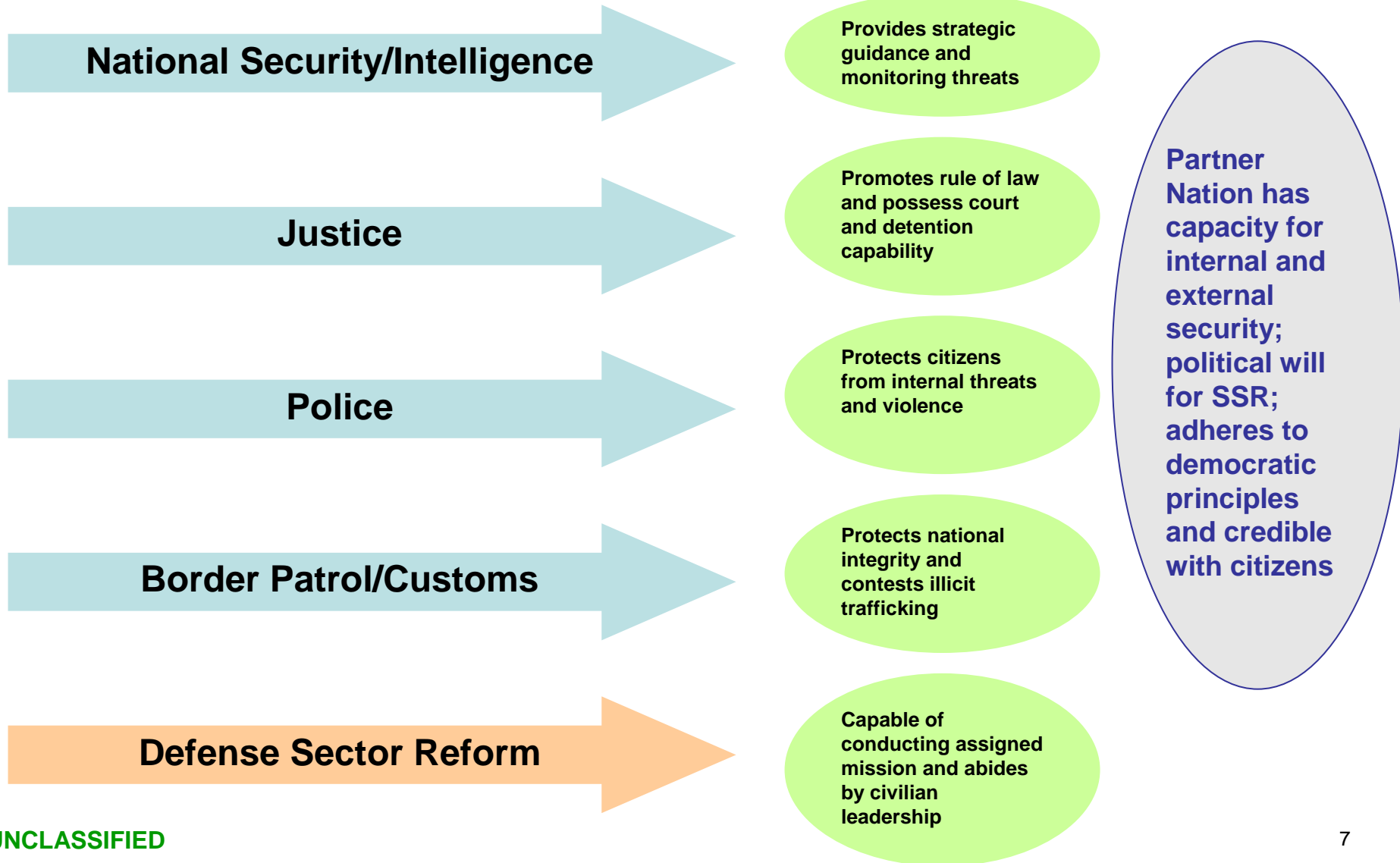


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"Crisis Mode" will require different sequencing.



SSR Lines of Operation (LOO)





Defense Sector Reform LOOs

Institutional Building

Defense sector has capability for budgeting and finance, military law, professional relationship with other security elements, and under civilian control

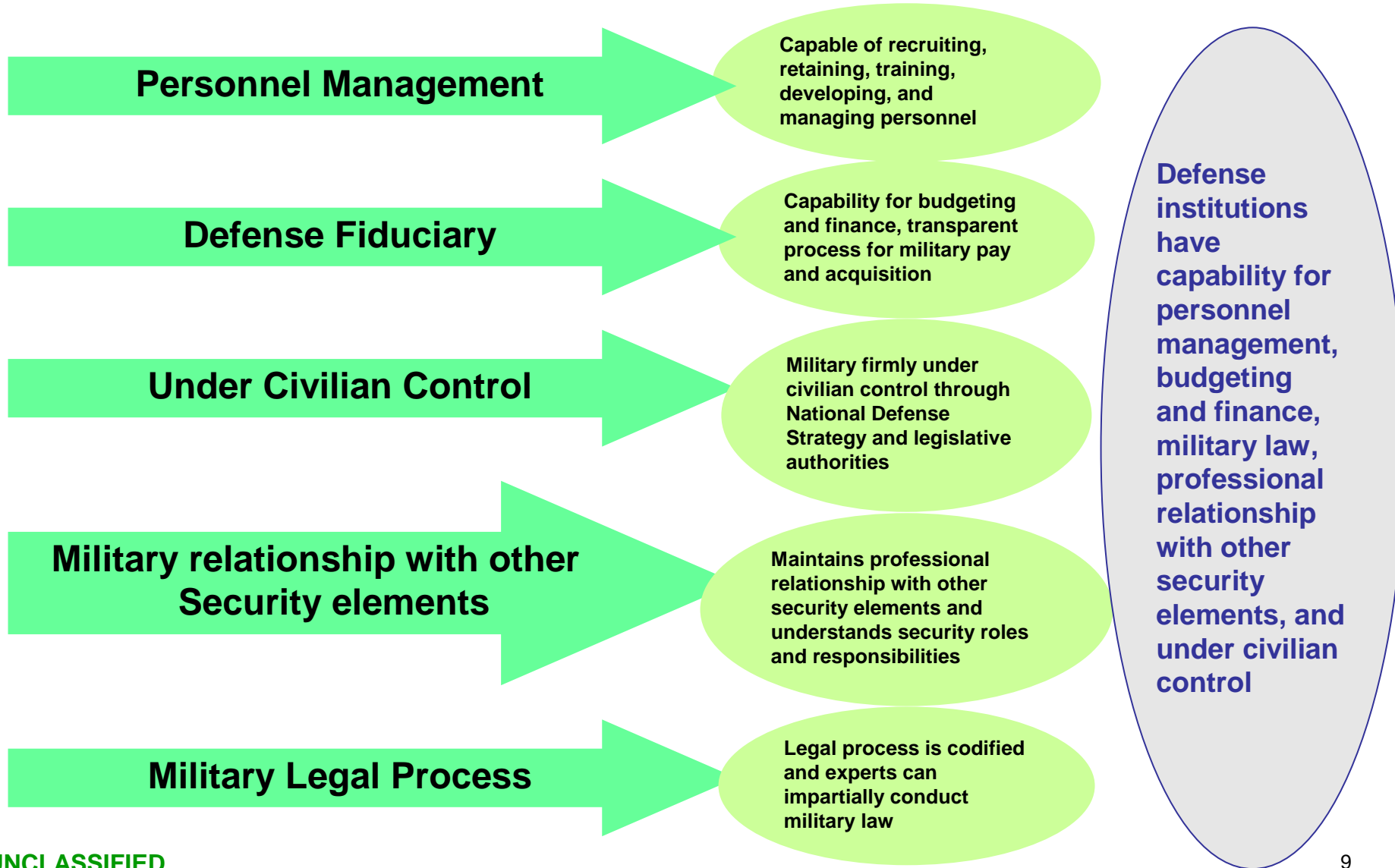
Military Capabilities/Capacities

Capacity for Command and Control (C2) combat forces, force support, and force sustainment operations

Defense sector capable of conducting assigned missions, abides by civilian leadership, and has the institutions and capacity for self sufficiency

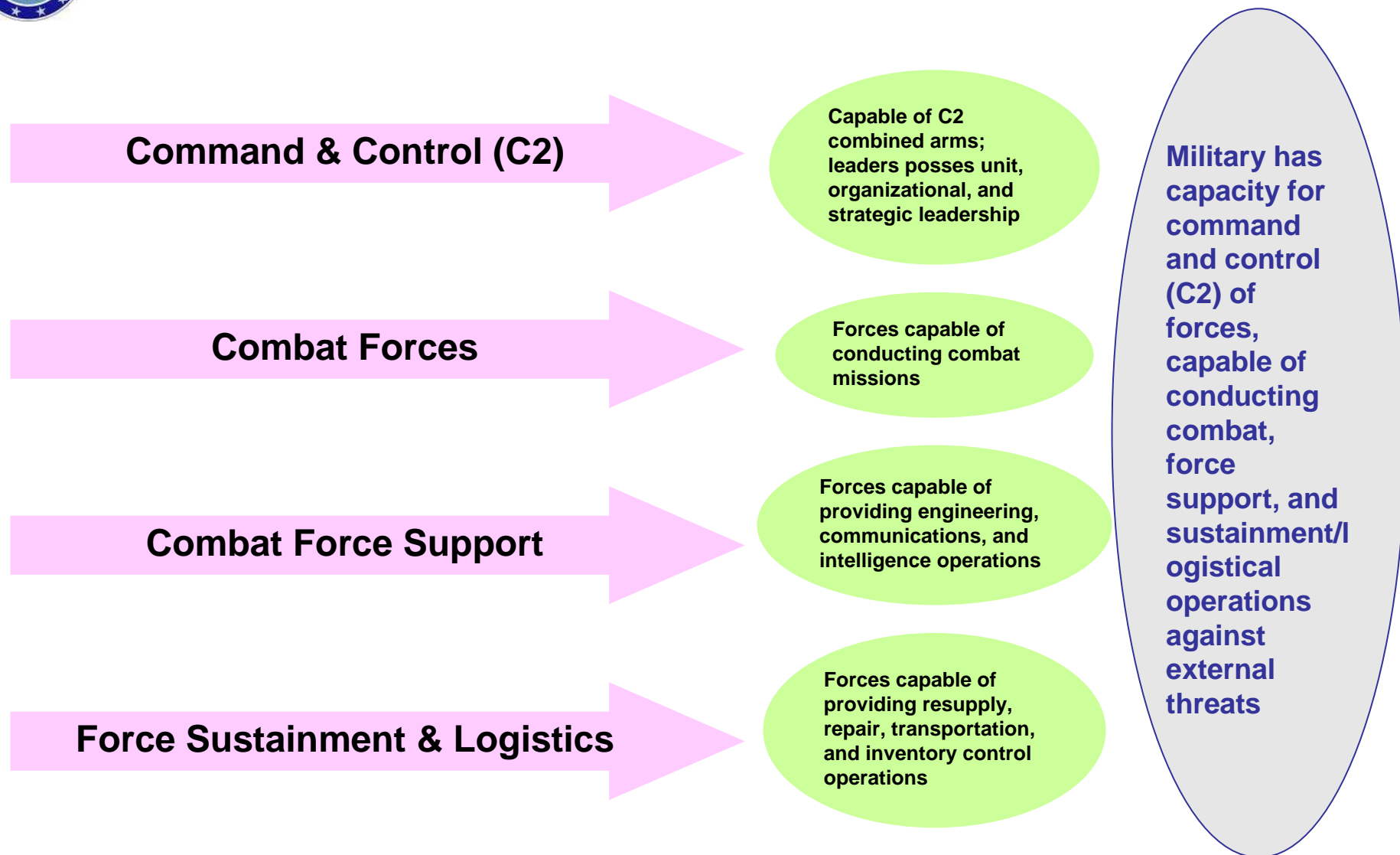


Institution Building LOOs





Defense Capabilities/Capacities LOOs





Summary

- **Africa Command is engaged in numerous activities related to Security Force Assistance on the Continent**
- **Africa Command is developing a operational model to help guide these activities**
- **Partner Nation ownership is key to success**

“... in a world where arguably the most likely and lethal threats will emanate from failed or fractured states, building the security capacity of partners has emerged as a key capability.”

-- Defense Secretary Gates