



# 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.

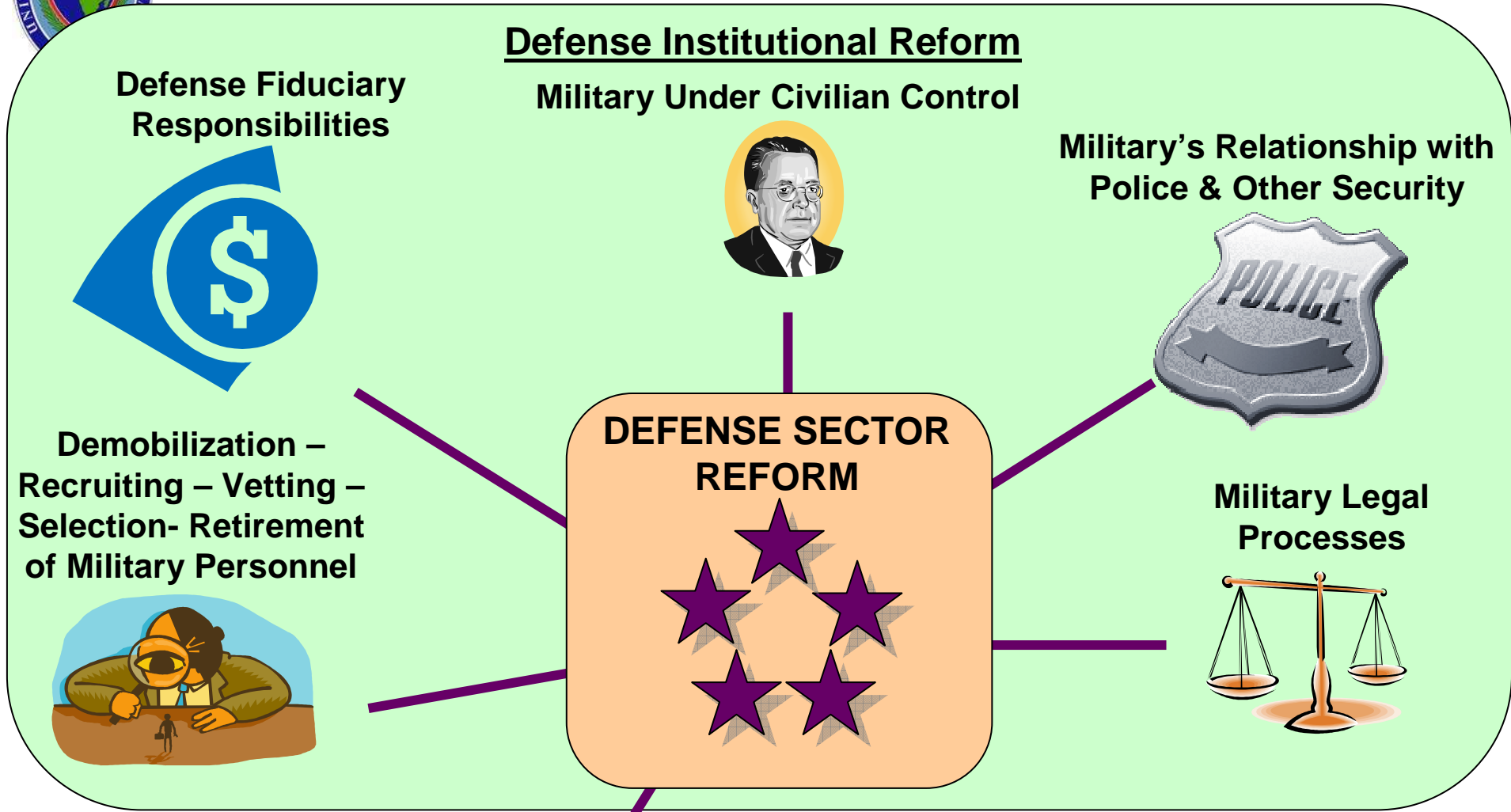
Up front assessment frames problem set; Partner Nation must buy-in to SSR to ensure success

**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.

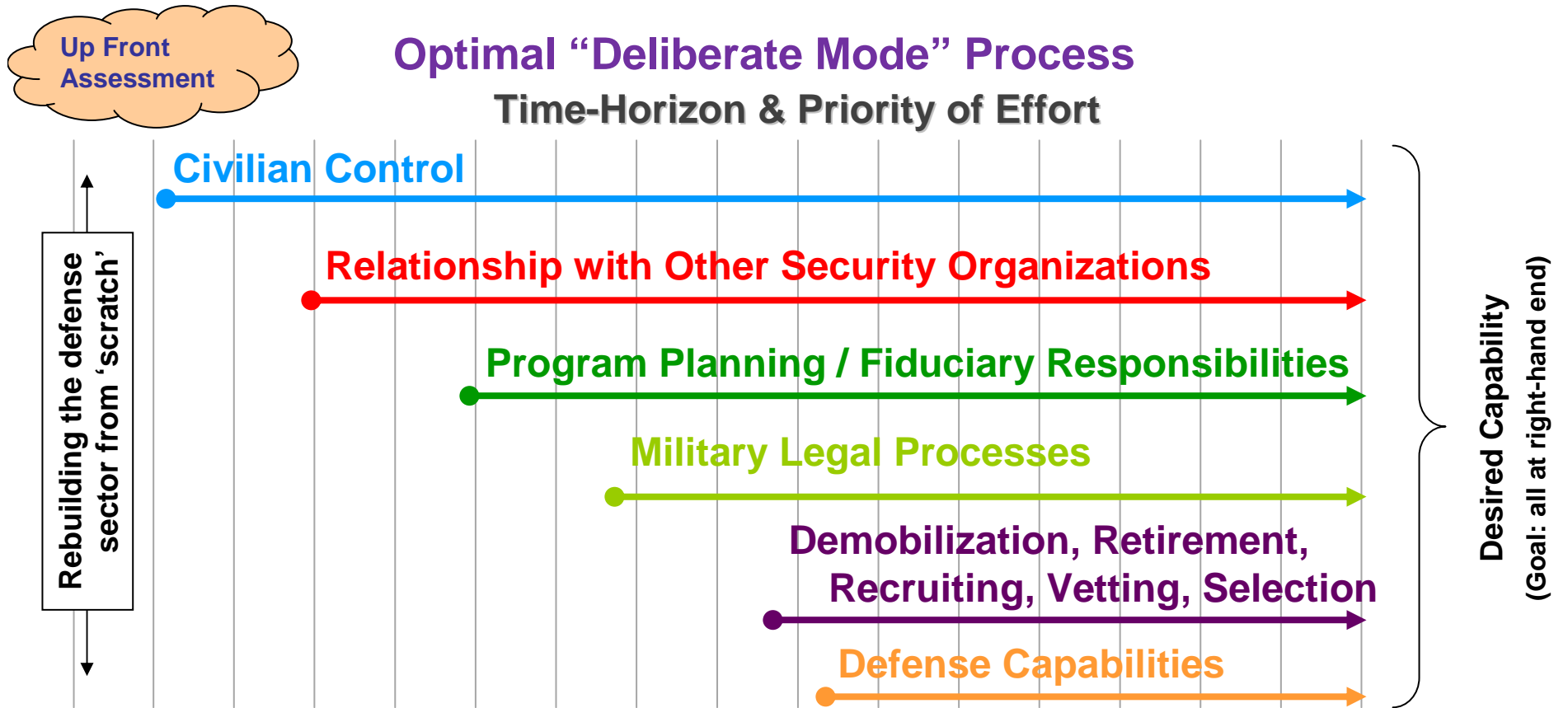
REF: Boucher, Alix, *Defense Sector Reform*, Stimson Center, July 2009

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# Proposed Defense Sector Reform/Building Model

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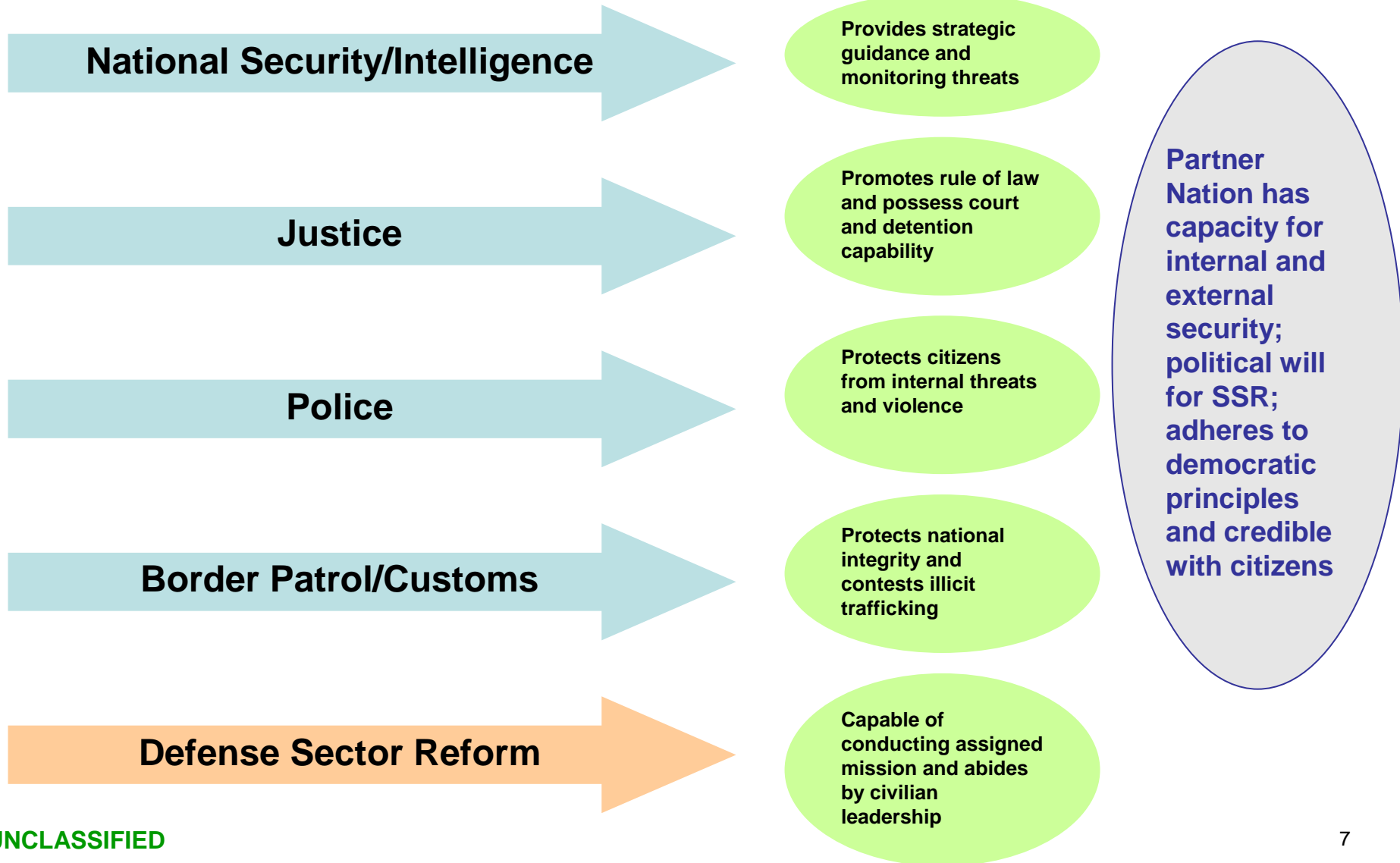


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"Crisis Mode" will require different sequencing.



# 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**

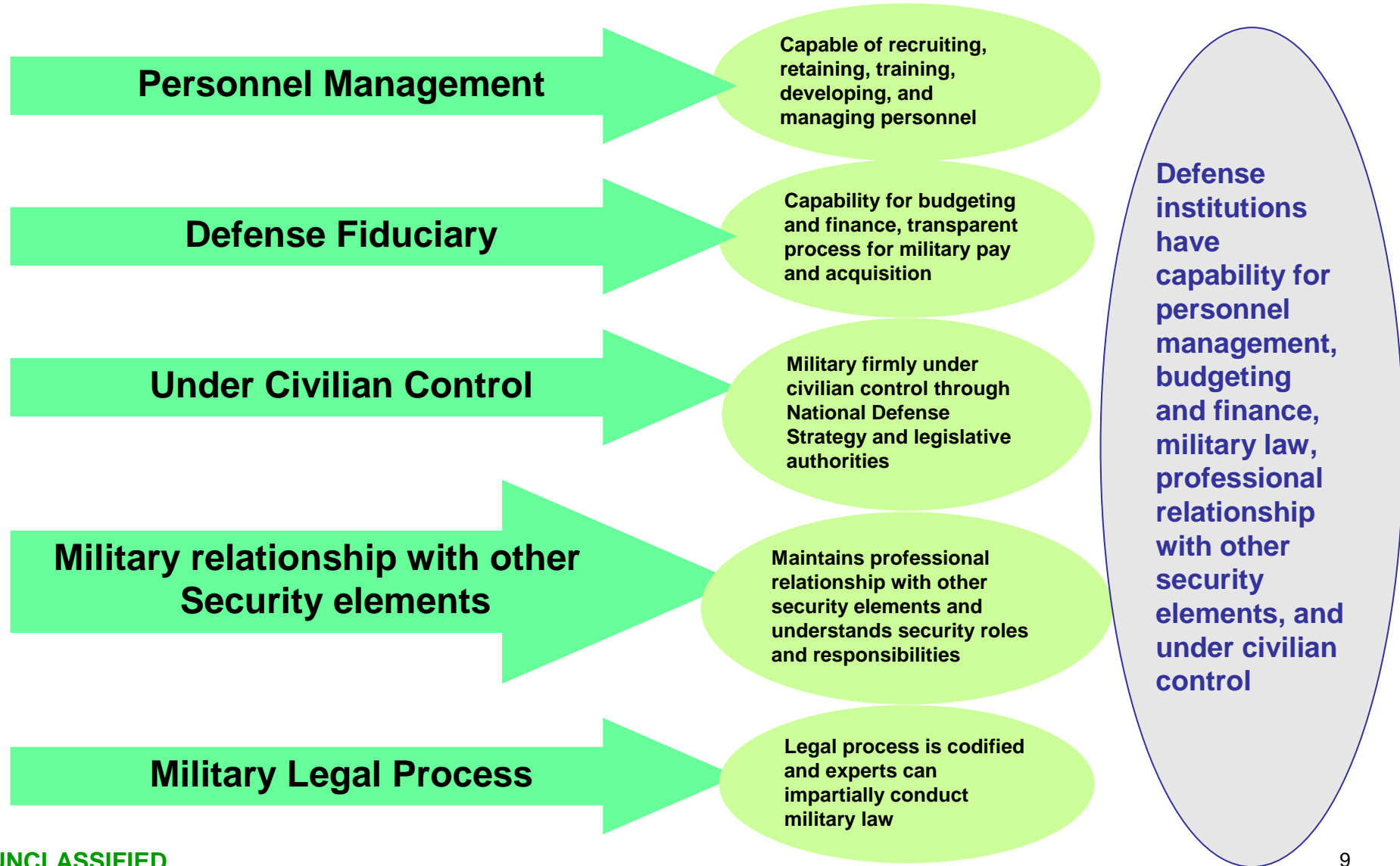
Capacity for Command and Control (C2) combat forces, force support, and force sustainment operations

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



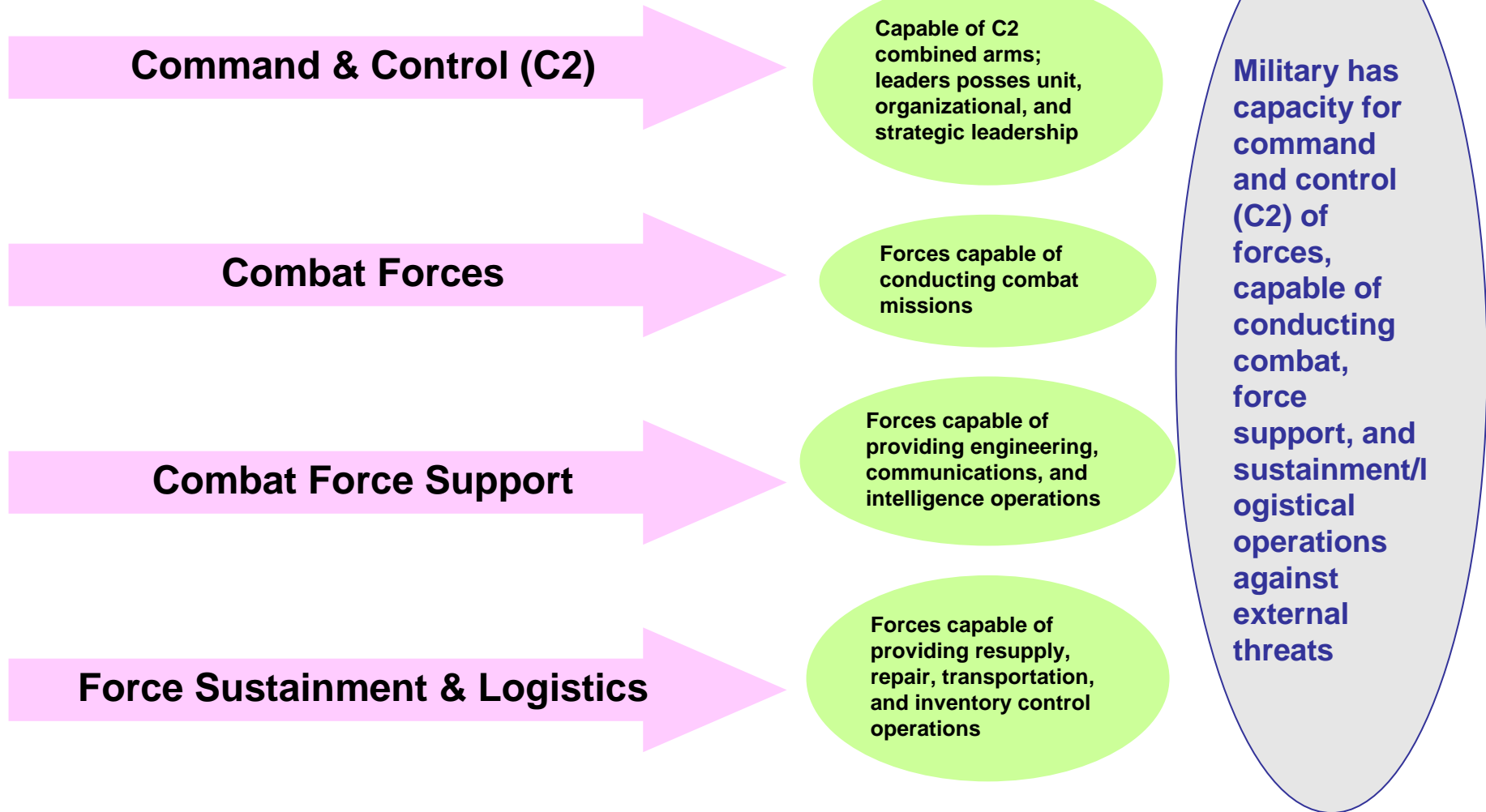


# Institution Building LOOs





# 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**