



practical, cross-sectional, modular, authoritative  
guidance on security sector reform & governance

Series 3:

Legislative and regulatory

## Module 3.4

# National Security Planning



**“I have seen first-hand how civilians were maltreated by troops and police.**

People’s properties were not properly protected. It was an issue of lack of accountability on the side of the troops, a lack of oversight bodies and authorities that should be giving direction to the armed forces. Above all we did not respect the civilians amongst which we work. (...) **This is why the military and other security institutions must see security sector reform as in fact in their own interest.** Because it helps them put in place rules and proper control arrangements, (that) demonstrate to the civilian public that indeed they are responsive to them, and accountable to them – **they’re there to provide the security that is required by the people.”**

Kellie Conteh, Minister of Defence, Sierra Leone

With CROSSROADS, the United Nations produces a set of user-friendly, action-oriented practical guidance notes that cover the full spectrum of security sector reform & governance (SSR&G).

On each topic, CROSSROADS modules provide policymakers and practitioners with foundational understanding, with current good practices from around the world, and with step-by-step options for action.

These modules reflect the UN's collective, evolving knowledge on an essential concern when building peace: how to make security institutions function so that they serve the greater good. CROSSROADS enables the Organization to support nationally owned work on SSR&G coherently and authoritatively – thus contributing to saving lives and improving livelihoods.

# Introduction

National security plans, and the processes by which they are prepared, are central to national security. They provide the lynchpin between vision and budgeted action, and thereby facilitate the effective implementation of national security policies and strategies.<sup>1</sup>

**National security** can be understood as “effective and accountable security for the State and its peoples without discrimination and with full respect for human rights and the rule of law”

(A/62/659-S/2008/39)

This **CROSSROADS** module describes:

1. The importance of national security plans and related planning processes
2. Possible formats and contents of national security plans
3. Possible steps and stakeholders in the planning process
4. Implementation of national security plans, including oversight and coordination considerations.

This **CROSSROADS** module will benefit practitioners and policymakers engaged in national security policy- and strategy-making, and national security planning and provision. It will also benefit those involved in security sector reform and governance.

<sup>1</sup> [Rigg, J. \(2020\). Preventing and resolving conflict: SSR and national security policies, strategies, and plans. In A. Ebo & H. Hänggi \(Eds.\), The United Nations and Security Sector Reform: Policy and Practice.](#)

# 1. Why this is important

All countries have national security interests, often outlined in a country's national security policy and/or strategy. These documents provide frameworks for a country to address the security needs of its people and the State. They help to advance national security, both preventatively and in response to specific threats or opportunities. But on their own, a national security policy or strategy is insufficient. For their potential to be realised, they must be translated into coherent, effective and affordable national security plans.

**A national security plan translates vision, policy, and strategy into prioritised actions and explains how these will be implemented over time.** It compels a government to define actionable, affordable, and coherent **steps** required to achieve objectives and enable sustainable budget allocation, while ensuring consistency and commitment over time. Moreover, a national security plan establishes **a framework of roles and responsibilities**, which can help coordinate the range of stakeholders, activities and resources involved.

Without national security plans, governments not only risk that their vision for national security remains disconnected from reality, but that their security sector becomes unaffordable: guzzling resources that should pay for other national priorities including those with a broad electoral backing.

Having a national security plan is clearly important. But equally important is **the process by which the plan is developed**, which has the potential to inform, legitimise and thus enable the national security plan's effective implementation. Taken together, the plan and the process can also offer a window of opportunity for a State to redevelop and refine its social contract with its peoples.<sup>2</sup>

---

<sup>2</sup> [United Nations, Our Common Agenda – Report of the Secretary-General \(2021\), 22.](#)

## 2. What we have learned

### Formats and contents

- **Effective national security plans are developed based on national security policies and strategies.** They address security threats and opportunities relevant to the specific national context.<sup>3</sup>
- While potentially less so than national security policy- and strategy-making processes, national security planning is also **a political process**. Sufficient time should be planned for consultation with relevant stakeholders.
- While every context is different, **similarities in planning conventions exist**. National security plans typically detail how the aim of national security will be achieved. They include clear goals, activities, outputs, indicators, responsibilities, and timelines.
- **National security plans might not be reflected in one dedicated document.** While ‘stand-alone’ national security plans exist, national security plans are sometimes embedded in broader, all-inclusive plans, or in narrower, sectoral plans:
  - **Stand-alone national security plans** focus on specific threats and opportunities,

Brazil’s national security planning process involves political deliberations and decision-making. The country’s national [National Security Strategy](#) is developed through a political process, with input from government agencies, security forces, and various stakeholders. It addresses a range of security challenges, including defence, cyber threats, border security, and organized crime.

<sup>3</sup> An example of a national security plan developed on the basis of a national security strategy is that of [Thailand, The National Security Policy and Plan \(2019 – 2022\)](#).

and the role of security institutions in addressing them.<sup>4</sup>

- **Broader, all-inclusive plans** frame national security plans within wider development efforts. This integrated approach **embeds security into a national development strategy**, promoting wider institutional capacity-building and allowing for financial planning that balances various national priorities, including security.<sup>5</sup>
- **Cross-sectoral/issue-based plans** focus on a thematic issue which may include a security angle. For example, plans that address climate security<sup>6</sup>, health security<sup>7</sup>, cyber security<sup>8</sup>, or other threats.
- **Financial sustainability is best considered from the outset:** governments must ensure the sustainability of resources over an extended period. Some governments conduct thorough cost-benefit analyses and prioritize resource allocation based on the most significant security threats and vulnerabilities. Financial sustainability also allows for flexibility and adaptability in response to evolving security threats, for example around climate security. Some governments have developed comprehensive financial strategies that align with long-term national security objectives.<sup>9</sup>
- **A national security plan needs regular updating** by the government, depending on the security situation and as planning assumptions change.<sup>10</sup>

Nigeria's national security planning involves political processes that shape defence and security policies. The country's security strategies, counter-terrorism efforts, and resource allocation are determined through political decision-making. Nigeria's national security planning addresses challenges such as insurgency, communal conflicts, and maritime security.

<sup>4</sup> i.e. crowd management plan, anti-riot management plan; [Tanzania, Tanzania Emergency Preparedness and Response Plan \(2011\)](#); [North Macedonia](#), Ministry of Defence, Long-term Defence Capability Development Plan for 2019-2028 <https://mod.gov.mk/storage/2021/06/LTDCDP-2019-2028-finalna-verzija.pdf>; [India's Long-Term Integrated Perspective Plan \(LTIPP\)](#) <https://pib.gov.in/Pressreleaseshare.aspx?PRID=1564241>.

<sup>5</sup> [Timor-Leste, Timor-Leste Strategic Development Plan 2011-2030 \(2011\)](#); [Afghanistan National Development Strategy 1387 – 1391 \(2008 – 2013\) \(2008\)](#); [Somalia National Development Plan 2020 to 2024 \(2020\)](#).

<sup>6</sup> [Philippines, National Climate Change Action Plan 2011-2028 \(2011\)](#); [India, National Action Plan on Climate Change \(NAPCC\) \(2021\)](#).

<sup>7</sup> [DCAF, The Security Sector and Health Crises, edited by Albrecht Schnabel and Ilona Kickbusch \(2021\)](#).

<sup>8</sup> [Canada, National Cyber Security Action Plan \(2019-2024\) \(2019\)](#); [North Macedonia, National Cyber Security Strategy 2018-2022 \(2018\)](#).

<sup>9</sup> [World Bank, Guinea-Bissau Public Expenditure Review: Managing Public Finance for Development \(2019\)](#).

<sup>10</sup> E.g. [Indonesia's 'National Security Policy'](#) undergoes periodic revisions to adapt to emerging security threats and changing geopolitical dynamics.

## Steps and stakeholders

- **Undertake broad and inclusive consultations:** in order to achieve people-centred security, the process of national security planning must involve active consultation, participation, and communication with and between various stakeholders, and with civil society and security institutions. Consultation processes encourage the comprehensive (in sufficient number), meaningful (in decision-making roles) and ‘whole-of-process’ (from inception to development, finalisation, and evaluation) participation of representatives of diverse groups. In addition to strengthening security plans, consultation helps to resolve differences and address grievances, which in turn can strengthen societal trust in security institutions.
- **Assess and align priorities:** The national security planning process requires coordination at different levels of government. This can include:
  - Reviewing existing (sometimes overlapping) sectoral policies and strategies and aligning priorities, also informed by a cost-benefit analysis.<sup>11</sup>
  - Assessing capabilities and defining roles and expectations across institutions required to implement a national security policy and/or strategy.

Bangladesh has enhanced its resilience by investing in climate-resilient infrastructure, early-warning systems, and disaster management capabilities. Financial sustainability supports the implementation of these measures, allowing Bangladesh to adapt to evolving climate-related security threats constructively. [\*United Nations Department of Economic and Social Affairs \(UNDESA\), Bangladesh - Developing the Strategic Guidelines for Climate Financing, Multilateral Climate Funds, Considering Possible Linkages Between Climate Financing and Post COVID-19 Agricultural Development \(2021\).\*](#)

## Implementation and action

- **Assign responsibility for coordinating implementation** to an appropriate institution or agency with political authority, resources, and technical capacity. In some cases, a specific lead department or agency is designated to oversee coordination, while in others responsibility may be shared among multiple departments. Coordinated use of different instruments at different levels of government can support responses to

<sup>11</sup> For instance, the **Philippines** has prioritized counterterrorism and addressing internal security threats, including insurgency and terrorism. The country has developed comprehensive plans, such as a [National Security Policy](#) and a [National Internal Security Plan](#), to tackle these challenges.

interrelated risks, requiring a level of integrated planning to identify and prioritize risks and responses under a single framework.<sup>12</sup>

- **Use internal and independent monitoring and oversight mechanisms** to ensure effective implementation.
  - **Internal oversight mechanisms can take different forms**, such as a dedicated monitoring committee,<sup>13</sup> an existing statutory institution, or an executive agency such as a national security council.<sup>14</sup> The responsibility for monitoring coordination is sometimes explicitly allocated in national strategic documents at sectoral, institutional, or whole-of-government levels.
  - **Formal independent oversight can be provided by parliament; while civil society, human rights organizations and the media provide informal external oversight. Parliamentary oversight** can be exercised when parliamentary approval is required before taking decisions such as annual budgeting. Parliament can also oversee whether public resources are being used for the purposes intended and in a way that is responsible and efficient.<sup>15</sup> **Civil society, human rights organizations and the media can provide useful external oversight and accountability** through active monitoring of security issues.<sup>16</sup> Civil society can make oversight more responsive and more legitimate by giving voice to groups that are often underrepresented, such as specific ethnic or religious communities, women's organizations, and youth. Human rights organizations can bring attention to risks of human rights abuses,

<sup>12</sup> [United Nations & World Bank, Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict \(2018\).](#)

<sup>13</sup> For instance, the **Netherlands** incorporates [human rights](#) into its [national security policies](#) and practices especially emphasizing the need to protect individual rights and privacy while addressing security concerns. The establishment of oversight bodies, such as the [Review Committee on the Intelligence and Security Services \(CTIVD\)](#) contributes to compliance with human rights standards.

<sup>14</sup> [National Security Council, Niger.](#)

<sup>15</sup> For instance, parliamentary committees that manage oversight over the Department of Defence in South Africa include the [Portfolio Committee on Defence and Military Veterans \(PCODMV\)](#), the [Joint Standing Committee on Defence \(JSCD\)](#) and the [Select Committee on Security and Justice \(SCOSJ\)](#).

<sup>16</sup> [Africa Center for Strategic Studies, National Security Strategy Development in Africa: A Toolkit for Drafting and Consultation \(2021\).](#)

while also ensuring that the plan itself respects international human rights law. Impartial **media** can also facilitate broad public oversight. Beyond its information-dissemination function, the media can actively advocate for greater transparency and accountability of security sector actors.<sup>17</sup>

- **Effective implementation is supported through accountability frameworks**, which identify who should be responsible for what and clarify the implication for individuals/authorities not fulfilling responsibilities adequately. These frameworks consider responsibilities, delegation of authority, cost-benefit assessments, monitoring, and reporting, as well as human rights, ethics and integrity standards through implementation committees.<sup>18</sup>
- **Prioritise monitoring and evaluation:** effective national security planning includes putting in place coordinated systems for monitoring and evaluation that can further support the learning, review, comparison, and improvement of security provision, as well as the performance of related organisations. Effective monitoring and evaluation includes prior understanding of what to monitor and evaluate, the entities responsible, when and how monitoring and evaluation will be conducted, and what resources will be required.

**Responsibility for coordinating implementation of national security plans can be assigned to different actors**, such as:

- Office of the National Security Adviser
- Ministry of Interior or Department of Homeland Security
- Ministry of Defence
- Interagency Task Forces or Committees
- National Security Council or National Defence Council
- Prime Minister's Office or President's Office

<sup>17</sup> [DCAF, The Role of the Media in Security Sector Governance: A Toolkit for Trainers \(2012\).](#)

<sup>18</sup> National Security Committee (NSC), Islamic Republic of **Pakistan**; [Joint Committee on the National Security Strategy \(JCNSS\), United Kingdom.](#)

# 3. Options for action

## Formats and content

1. **A national security plan should derive from a national security policy or strategy.** The plan should reflect a country's commitments to international human rights law, and be translated into coherent, effective, affordable actions with adequate monitoring and oversight mechanisms.
2. **A national security plan should be considered within the context of broader development planning.** Depending on the context, national security plans can be embedded into national development strategies and plans, and vice versa development priorities incorporated into national security plans. Framing national security plans within wider development efforts also allows for more realistic financial planning for the development of the security sector alongside broader development priorities, such as those emanating from the sustainable development goals (SDGs).<sup>19</sup>
3. **A national security plan should include a foresight/futures orientation** to ensure that actions appropriately address the increasingly volatile, uncertain, complex, and

<sup>19</sup> [Alix Julia Boucher, National Security Policies and Strategies – A Note on Current Practice \(2009\).](#)

ambiguous world and, in so doing, ensure a more equitable and prosperous future.<sup>20</sup>

4. **A national security plan should contain clear goals and indicators** to support the measurement of progress and impact, while also contributing to public communication campaigns. Goals should be specific and related indicators narrow, and accurately describe what needs to be measured. National security plans need to be measurable, achievable and relevant – which requires that the indicator be closely linked to the relevant outcome.
5. **A national security plan should include effective and affordable actions** that consider the availability of financial, technical, and human resources. Thus, plans ensure the appropriate allocation of public resources to national security regarding the needs and priorities of other sectors.
6. **A national security plan should outline specific coordination mechanisms necessary for their effective implementation**, including lead agencies for various components of the plan. They should also demand that all implicated institutions and agencies – including those not traditionally associated with security – incorporate security planning into their sectoral plans. Coordination arrangements should refer to coordinated budgeting.

### **Steps and stakeholders**

1. **Planning processes require institutional leadership** that pays particular attention to political authority, the politics of national security, inclusivity, resources, and technical capacity, as well as ongoing steering, coordination and monitoring and evaluation.
2. **A whole-of-government approach to planning** ensures coherence and efficiency.
3. **Planning processes should be people-centered and promote multi-stakeholder partnerships** by involving civil society organisations.
4. **Governmental and non-governmental stakeholders should be made aware of**

<sup>20</sup> [UNDP & GCPSE, Foresight Manual: Empowered Futures for the 2030 Agenda \(2018\)](#); [UNDP, "Advancing the 2030 Agenda in a Context of Uncertainty – The Use of Strategic Foresight for Adaptive and Future-Ready SDG Strategies," Presentation slides prepared for High-level Political Forum 2018](#); United Nations, [Our Common Agenda – Report of the Secretary-General \(2021\)](#).

**opportunities to participate in planning activities.**<sup>21</sup> Impediments to stakeholder participation should be addressed, including misperceptions about community interest, security concerns about involving non-government actors, and inadequate definition of community roles in the planning process. Engagement at all levels is necessary.

### **Implementation and action**

1. **Implementation arrangements should include provisions for effective communication.** External communications should emphasise the roles of civil society and the media in raising awareness of commitments to security and highlighting accountability mechanisms in national security policies, strategies, and actions. A vision on national security that emanates from and is broadly shared within society, benefits the government directly. The internal communications strategy should stress the importance of coordination for national security, and of communication – and cooperation – between security providers. Only a national security that is effectively coordinated, keeps the focus on agreed common goals and prevents compartmentalization and wasteful spending.
2. **National security plans should assign responsibility for overall coordination, monitoring and reporting of the plan itself,** preferably to an institution or agency with political authority, resources, and technical capacity.
3. **National security plans should indicate specific internal and external oversight roles and mechanisms.** External oversight bodies could include parliamentary committees, independent State oversight institutions, the judiciary, civil society organisations, including those focused on human rights, with protection from undue political influence and adequate financial and human resources.
4. **Financial sustainability and affordability of national security plans should be a priority.** The plan should include a comprehensive budget. In addition, options include:

<sup>21</sup> [Africa Center for Strategic Studies, National Security Strategy Development in Africa: A Toolkit for Drafting and Consultation \(2021\).](#)

- Developing longer-term financial plans and strategies to ensure sustained funding for national security
  - Exploring revenue generation options to fund the implementation of national security plans
  - Regularly monitoring and evaluating the financial aspects of national security plans to assess progress, identify areas for improvement, and make necessary adjustments to enhance financial sustainability.<sup>22</sup>
5. **Monitoring arrangements should include periodic impact-oriented reviews**, which take into consideration changing national and international conditions in the short, medium and long term. These reviews should incorporate human rights impact assessments.<sup>23</sup>

<sup>22</sup> **Democratic Republic of the Congo**, Projets Annuels de Performance 2024 (2023); [France, LOI n° 2023-703 du 1er août 2023 relative à la programmation militaire pour les années 2024 à 2030 et portant diverses dispositions intéressant la défense \(2023\)](#). [www.legifrance.gouv.fr/jorf/id/JORFTEXT000047914986](http://www.legifrance.gouv.fr/jorf/id/JORFTEXT000047914986)

<sup>23</sup> **France**, [Cour des comptes, La Loi de Programmation Militaire \(LPM\) 2019-2025 et les Capacités des Armées \(2022\)](#).

## 4. How to measure progress

As earlier mentioned, national security plans provide the lynchpin between vision and action. As such, progress should be defined by whether the plan and/or planning process has helped to implement the national security policy and/or strategy. Actions to determine whether a plan and/or a planning process has been impactful include:

- **Baseline assessment:** conduct a baseline assessment of the current state of national security to establish a reference point for measuring progress.
- **Outcomes and objectives:** clearly define the outcomes and objectives of the national security plan, which should flow from a national security policy and/or strategy. Objectives should be specific, measurable, achievable, relevant, and time-bound (SMART).
- **Key performance indicators (KPIs):** identify the key areas of focus within the national security plan and define relevant KPIs to measure progress in each area. KPIs could include indicators on border security, climate security, cybersecurity, defence, emergency preparedness, health security, human rights, intelligence and policing.

- **Data collection and monitoring:** implement a robust data collection and monitoring system to track progress on an ongoing basis. This can involve collecting data from security assessments, operational records, human rights organizations, complaints authorities, and performance evaluations. Regular monitoring helps track changes, identify trends, and measure progress against the established KPIs.
- **Regular performance evaluation:** periodically assess, review or evaluate whether the national security plan is achieving its intended outcomes and objectives, and thereby effectively implementing a national security policy and/or strategy. This could involve reviewing performance against the defined KPIs, analysing trends and patterns, and conducting assessments of the effectiveness of specific security measures and strategies.
- **Stakeholder engagement:** gather feedback from relevant stakeholders, including government agencies, security forces, intelligence agencies, law enforcement, civil society, traditional leaders, human rights organisations, complaints authorities, and society more generally.
- **External assessments:** consider conducting external assessments or audits of the national security plan's implementation. Independent experts or organizations can provide insights, identify gaps, and make recommendations for improvement. External assessments enhance transparency and accountability in the measurement of progress.

Criteria that could help to evaluate the appropriateness of a national security plan and the process by which it was produced:

- **Acceptability:** if the relevant stakeholders view the plan as generally acceptable, including women, youth, and marginalised sections of society.
- **Accountability:** if the plan and planning process has oversight, management and coordination mechanisms in place to ensure its effective implementation, including against the criteria herein outlined.
- **Affordability:** if the plan has included adequate human resource management, public financial management and public expenditure considerations.

- **Climate responsiveness and sensitivity:** the degree to which the plan contributes to broader national climate-related targets, as well as those outlined in the Paris Agreement, especially concerning mitigation, adaption, response and cooperation.
- **Coordination:** the existence and use of a mechanism for cross-sectoral coordination that allows ministries and sector agencies to share information and allocates responsibilities and resources for implementation.
- **Effectiveness and impact:** whether the plan and/or planning process has helped to implement the national security policy and/or strategy and, more specifically, by what positive impact the plan might have had on a targeted problem.
- **Gender responsiveness:** conducting gender assessments of national and local-level security needs and conducting gender-responsive monitoring including through a gender impact assessment and gender budget analysis during the planning process.
- **Human rights perspective:** the degree to which the plan contributes to specific identified national human rights targets, as well as the country's obligations and commitments under human rights law.
- **Integration:** specific mandates and mechanisms that allow associated ministries and sector agencies to align respective sectoral programmes, budgets, and policies to national security plans.
- **Monitoring and reporting:** the existence and use of formal provisions or mandates to regularly monitor and report progress on planning coherence; the government publishing regular reports for parliament and the public about progress on implementation.
- **National engagement and inclusion:** the existence of legal frameworks and use of mechanisms that meaningfully engage different partners (diverse civil society groups, marginalised sections of society, business and industry, science, academia) in the formulation and implementation of plans.
- **Political commitment:** the existence of explicit commitments in national legislation and/or strategy, in addition to the government's overall political and financial commitment to the plan and planning process. For political commitment beyond government, see 'Acceptability' above.

- **Timeliness:** whether the plan is being/has been implemented within the expected time frame.

## Further reading

United Nations, 2022. Report of the Secretary-General on SSR  
United Nations, 2020. Security Council Resolution 2553

### Other resources:

Africa Center for Strategic Studies, 2021. *National Security Strategy Development in Africa: A Toolkit for Drafting and Consultation*.

Boucher, A., 2009. National Security Policies and Strategies – A Note on Current Practice. Henry L. Stimson Center.

DCAF, 2008, *National Security Policymaking and Gender*. DCAF, OSCE/ODIHR, UN-INSTRAW.

DCAF, 2015. *National Security Policies: Formulating National Security Policies for Good Security Sector Governance*. Geneva Centre for Security Sector Governance – DCAF.

OECD, 2018. Policy Coherence for Sustainable Development 2018 – Towards Sustainable and Resilient Societies, OECD: Paris.

Rigg, J. (2020). Preventing and resolving conflict: SSR and national security policies, strategies, and plans. In Ebo, A. and Hanggi, H. (Eds.), *The United Nations and security sector reform: policy and practice*. (pp. 139 – 155). Geneva Centre for Security Sector Governance – DCAF.

United Nations & World Bank, 2018. *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*. Washington, DC: World Bank.

## Document management and control

Authors: Jared Rigg and Upasana Garoo, benefiting from expertise of the UN Inter-Agency SSR Task Force and the Geneva Centre for Security Governance (DCAF).

Owner: United Nations

Content manager: UN OROLSI/SSRU

Date approved: 2024

Next review date: 2030

# CROSSROADS – Contents

## Series 1 – Introduction to CROSSROADS

- Module 1.1 CROSSROADS user's guide
- Module 1.2 Glossary of SSR terms, definitions and abbreviations
- Module 1.3 Relevant SSR international / regional policies

## Series 2 – Fundamentals of SSR

- Module 2.1 A people-centered approach to SSR
- Module 2.2 National ownership of SSR
- Module 2.3 Effectiveness in SSR
- Module 2.4 Accountability in SSR
- Module 2.5 Sustainability in SSR
- Module 2.6 Human rights in SSR
- Module 2.7 SSR and restoration & extension of state authority
- Module 2.8 Gender equality in SSR

## Series 3 – Legislative and regulatory

- Module 3.1 SSR in national legislative frameworks
- Module 3.2 National security strategy
- Module 3.3 National security policy
- Module 3.4 National security planning
- Module 3.5 National SSR strategy
- Module 3.6 National SSR implementation plan

## Series 4 – Security sector governance

- Module 4.1 National SSR coordination mechanisms
- Module 4.2 Traditional / customary security actors
- Module 4.3 Mainstreaming anti-corruption in SSR
- Module 4.4 Human resources management in the security sector
- Module 4.5 Education and training in the security sector
- Module 4.6 Logistics, and procurement, infrastructure in SSR

## Series 5 – Oversight

- Module 5.1 Parliamentary oversight in SSR
- Module 5.2 Inspectorate-General and SSR
- Module 5.3 Ombuds institutions and SSR
- Module 5.4 Civil society and SSR
- Module 5.5 The media and SSR

## Series 6 – Sector-specific introductory modules

- Module 6.1 SSR in the defence sector, an introduction
- Module 6.2 SSR in the police, an introduction
- Module 6.3 SSR in the gendarmerie, an introduction

- Module 6.4 SSR in border control & management, an introduction
- Module 6.5 SSR in justice & corrections, an introduction
- Module 6.6 SSR in the intelligence sector, an introduction
- Module 6.7 SSR in the maritime sector, an introduction
- Module 6.8 SSR and private security contractors
- Module 6.9 Integrating sector-specific reform in broader national strategies

## Series 7 – Defence sector governance

- Module 7.1 Defence sector assessment and review
- Module 7.2 Defence sector strategies and plans
- Module 7.3 Enhancing legitimacy of the defence sector
- Module 7.4 Right-sizing of the defence sector
- Module 7.5 Representation of women in the defence sector
- Module 7.6 Military justice institutions
- Module 7.7 Rules of engagement
- Module 7.8 Human rights compliance for security forces

## Series 8 – SSR and peace processes, political transitions & reconciliation

Module 8.1 SSR and mediation for peace agreements

Module 8.2 SSR and mediation in later stages of the peace process

Module 8.3 Political dialogue and trust-building for SSR

Module 8.4 SSR and constitutional reforms

Module 8.5 SSR and elections

Module 8.6 The DDR-SSR nexus

Module 8.7 Interim stabilization measures

Module 8.8 Integration of ex-combatants

Module 8.9 SSR and security sector weaponry

Module 8.10 SSR and transitional justice

Module 8.11 SSR and violence reduction

#### **Series 9 – SSR and sustainable peace & development**

Module 9.1 SSR in the context of the SDGs

Module 9.2 SSR and the UN's common country analyses

Module 9.3 SSR in national development planning

Module 9.4 SSR and the prevention of conflict

Module 9.5 Improving security sector-related public expenditure

Module 9.6 Mainstreaming SSR in UNCT assessment and planning

Module 9.7 Risk & resilience and SSR

Module 9.8 Risk-informed financing of SSR

#### **Series 10 – SSR and wider challenges**

Module 10.1 SSR and migration

Module 10.2 SSR and climate change

Module 10.3 SSR and civil emergencies

Module 10.4 SSR and national health crises

Module 10.5 SSR and preventing violent extremism and countering terrorism

Module 10.6 SSR and cyber security

#### **Series 11 – SSR and peace operations**

Module 11.1 Role of senior leaders in SSR

Module 11.2 Role of an SSR unit / an SSR officer

Module 11.3 SSR in UN field operations

Module 11.4 SSR in transition / mission exit strategies

Module 11.5 Protection of civilians and SSR

Module 11.6 SSR and preventing sexual violence in conflict

Module 11.7 Child protection and SSR

Module 11.8 Youth-responsive SSR

#### **Series 12 – SSR assistance programmes**

Module 12.1 How UN senior leaders engage on security sector reform & governance

Module 12.2 Designing and conducting SSR assessments

Module 12.3 Applying political economy analysis to SSR programming

Module 12.4 Gender equality barrier assessments for the security sector

Module 12.5 Designing and implementing SSR programmes

Module 12.6 National action plans on gender equality in the security sector

Module 12.7 Undertaking a national dialogue

Module 12.8 Institutional development in the security sector

Module 12.9 SSR interventions in contexts without a focus on SSR

Module 12.10 Coordination of international SSR assistance

Module 12.11 SSR and resource mobilisation

Module 12.12 Monitoring and evaluating SSR programmes

Module 12.13 Planning SSR programmes

Module 12.14 UN planning for SSR support



**Integrity. Accountability. *Genuine security.***

United Nations action on security sector reform & governance



[www.un.org/ssr/crossroads](http://www.un.org/ssr/crossroads)