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# ANNUAL REPORT WITH QUARTERLY REPORT AND WORKPLAN

Year 5 Quarter 4 (July 1, 2019 – September 30, 2019)

**SECURITY SECTOR GOVERNANCE (SSG) PROJECT**

**January 2020**

This publication was prepared by Chemonics International Inc. for review by the United States Agency for International Development (USAID).

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## PROJECT OVERVIEW

The Security Sector Governance (SSG) Task Order No. AID-OAA-TO-14-00041 under the International Rule of Law Technical Assistance Services Contract No. AID-OAA-I-13-00032 provides technical assistance and analysis on rule of law and security sector reform and assists the U.S. Agency for International Development (USAID) to more effectively assess, design, implement, and evaluate security sector governance projects.

This demand-driven project enables USAID and the U.S. government (USG) to respond to requests for technical assistance under the August 2014 Presidential Security Governance Initiative (SGI). Under SGI, the USG works with key partner states in North and Sub-Saharan Africa to improve security sector governance to address transnational threats such as illicit trade and trafficking, violent extremism, and regional conflicts. SGI is an interagency USG initiative consisting of other agencies besides USAID, including the U.S. Departments of State, Defense, Justice, and Homeland Security. Accordingly, SSG requires extensive interagency collaboration and consensus for each activity or deliverable. The project was designed to support SSG activities in target countries in Africa, namely Ghana, Kenya, Mali, Niger, Nigeria, and Tunisia, to improve their security sector institutional capacity to protect civilians and confront challenges and threats. USAID provided guidance later that Tunisia would not be included, but assistance continues to be provided to the other 5 target countries. The task order is implemented through the following four core tasks:

- 1) *Studies*: The project will complete two short technical publications on a) examining and evaluating experiences implementing police accountability systems in the security sector; and b) the applicability of lessons learned from efforts to reintegrate former combatants in disarmament, demobilization, and reintegration (DDR) programming to those leaving violent extremist groups.
- 2) *Workshops and Training*: The project will convene one-day workshops in Washington, DC for technical publications that will bring together experts to refine and validate the technical products, and other workshops to share the final technical publications with the community of practice.
- 3) *Assessments and Technical Advice*: The project will conduct one to four-week assessments or technical advisory missions involving 1-2 specialists in specific cases to be identified, with 20-page reports produced from these assessments.
- 4) *Pilot Programming*: The project will implement pilot projects including advisory services, training and education, and other tools through long- and short-term technical assistance as requested by USAID and host national partners.

## **ANNUAL (INCLUDES QUARTERLY) PROGRESS REPORT – ACTIVITIES**

In October 2018, the SSG project management unit (PMU) submitted a work plan that summarized key highlights from Year 4 and anticipated activities in Year 5. The Annual Work Plan Year 5 (AWP5) was approved, and a proposed Annual Work Plan Year 6 is in the annex. A description of efforts that took place over the course of this year is below.

### **Task 2: Workshops and Events**

The project facilitated an afternoon workshop on March 7<sup>th</sup>, 2019 with the NATO Building Integrity team, the Defense Security Cooperation Agency (DSCA), USAID, and USAID implementing partners. The afternoon conference focused on NATO's Building Integrity effort efforts moving forward, an update on lessons learned from the Security Governance Initiative and USAID projects in the fields of assessment, ethics reforms, public financial management, and women, peace, and security and how USAID programs can continue to collaborate with other security sector reform initiatives. Despite it being at the end of the NATO Building Integrity Conference week, the conference did not suffer from participant fatigue. Participants were energized with constructive dialogue and provided recommendations on what tools they had that could be useful for others to use and ways to collaborate in the future.

### **Task 3: Assessments and Technical Advice**

*Security Sector Reform (SSR) & Justice Sector Indicators Guide & Powerpoint.* SSG developed an indicator guide that provides concise and applicable guidance on how to best define, collect, and use key indicators to monitor and evaluate security sector assistance activities and programs implemented by USAID. The guide also provides recommended outcome indicators and additional output indicators for problem-sets specific to SSR, e.g., crime and violence prevention, improving customs and border management, improving community policing, etc. The guide was finalized and published on the DRG Center's website this quarter. The project also designed a powerpoint to present the content of the guide. The powerpoint is currently with USAID for final approval.

*Police Accountability Report Revisions.* The program published a report on the effectiveness of police accountability mechanisms in 2016, and additional revisions were made after the fact. The final product was published on the DRG Center's website this year, and USAID has requested an additional third party review of the product. A reviewer has been identified and will conduct the review in quarter 1 of Fiscal Year 2020.

*SSG Advisors.* The COR requested the program examine the possibility of providing up to two embedded advisors on SSG to USAID and SGI writ large. The program identified potential individuals, and the first individual, Greg Gisvold, started work in October 2018 and continued to support the DRG Center through August 2019. Mr. Gisvold provided technical advice on various technical products for the DRG center. With the project extension, Mr. Gisvold is expected to begin providing support again in October 2019.

*Assessments on Combating Organized Crime in Mali & Niger & Malian Artisanal & Medium-Scale Gold Mines.* The COR requested the program examine the possibility of conducting assessments on how to improve the security sector's capacity to address organized crime in Mali and Niger. The Mali assessment was briefed to the Embassy and USAID mission. The draft report was submitted in May 2019 and revised report provided in August 2019 after receiving comments.

Two requests came out of the draft report. The first was to provide an additional political economy analysis of the Economic Community of West African States (ECOWAS). An analysis was conducted, finalized in July 2019, and included as an annex in the revised report. The second request was to study the production of artisanal and medium-scale gold in Mali to inform efforts to address the illicit gold market as well as support Malian government resource management. The design of the methodology to study the production of ASM gold and identification of researchers began in June 2019 and was finalized in August 2019. Research began on the ground in September 2019, although unusual rains have hampered access to some of the sites. The findings are expected to be presented in January 2020.

After the production of the Malian organized crime assessment, the USAID/Niger mission requested a similar assessment. A scope was finalized in quarter 3, and research began in quarter 4. A report of findings will be provided in February 2020.

*2019 Rule of Law Index for Mali and Niger.* After supporting the 2018 Rule of Law Index for Mali and Niger, the project is now supporting the World Justice Project in collecting data for these countries for the 2019 index. The final data will be presented in early 2020. At the same time, based off of these findings, the project is currently supporting a short report providing more in-depth analysis of the index findings for Mali and Niger to be presented to all 5 SGI country missions and is examining supporting civil society education efforts about the findings of the research (see Task 4).

*Ghana Police Assessment And Strengthening Accountability Mechanism Randomized Control Trial (RCT).* The project is currently supporting the design of a Ghana Policing Effectiveness study focus on policing and security issues across Ghana's districts, including citizen experiences with police, incidence of police corruption, how citizens resolve conflicts and theft, and factors impacting police behavior. Part of this effort will support a longitudinal study of the effect of the Ghana Strengthening Accountability Mechanisms (GSAM) project on policing effectiveness and citizen security. The Ghana Strengthening Accountability Mechanisms (GSAM) was a district-level governance program that aimed to improve incentives for districts to build quality capital projects that are responsive to citizen needs. These projects included police posts. GSAM was evaluated and is completed. This effort will conduct a follow-on evaluation that will study the longer-term effects of GSAM treatment districts on improved citizen perceptions of police and police intentions, trust of police, police abuse, corruption, bribery and accountability as well as the impact of some new approaches in the GSAM II project. The design of the survey instruments and research methodologies took place in Year 5 Quarters 3 and 4. With the project's extension, the project will begin data collection no later than January 2020 (data collection is dependent upon the completed implementation of certain activities in the GSAM II project).

*ROL Indicators Guide.* The project was requested to work on a Rule of Law (ROL) indicators guide produced under another mechanism. The project reviewed publicly available indices to identify indicators that would be appropriate to provide the data for the indicators in the guide. The project reviewed indices to examine how frequently the indicators were collected and their relevance to the

guide. The result is a detailed spreadsheet providing publicly-available indicators that relate to the indicators in the ROL guide. The project is continuing to work to incorporate those indicators into the guide itself with the result being that DRG offices can use the guide not just to select indicators but also to find publicly-available data sources to evaluate their projects, saving them time and money.

*Outreach Efforts on Security Sector-Related Publications.* The project developed PowerPoints on new USAID DRG Center documents on court automation and non-state justice sector mechanisms. These powerpoints serve as tools to educate USAID staff and USAID partners on the technical guidance in these documents.

*Publication Of USAID's Security Sector Reform Training.* The project took the Security Sector Reform training that it created for USAID University and turned it into a YouTube video that was published. Additional revisions to the training and the video have been requested and are currently in the process of being completed by next quarter.

#### **Task 4: Pilot Programming**

*Civil Society Education On Rule of Law Index Findings.* The project received approval for a grant to World Justice Project to conduct education efforts for civil society members in Niger, Nigeria, Ghana, Kenya, and Mali on the rule of law index findings. The objective is to provide this information to inform their efforts as well as provide some data that can be used for monitoring and evaluation. These education efforts will be conducted in early 2020.

## **MONITORING AND EVALUATION RESULTS**

The project does not have an explicit monitoring and evaluation plan, but below are some highlights from the project this year:

1. The Assessment of Organized Crime in Mali identified some previously unknown areas where the U.S. government can effectively address both organized crime and violent extremist groups. It is routinely cited by the U.S. Ambassador in Mali and other U.S. government officials working in the region as being a key guiding document for their work.
2. The March 7 conference with the NATO Building Integrity program, the Department of Defense, State Department, and USAID built new relationships between individuals and entities working in the same space. Participants remarked how this is an excellent start to future new collaboration.
3. The SSG & Justice Indicators Guide provides an easy-to-use tool for USAID officers and implementing partners to easily create effective evaluation plans, and feedback from USAID and implementing partner staff who have used it has been very positive.
4. The previously completed on-line training on security sector reform for USAID University as well as toolkits such as the SSR Institution Building toolkit and the SSR Indicators Guide

provide staff with the guidance to understand and design effective SSG programs. For example, the SSR Indicators Guide presents USG staff with concise and applicable guidance on how to best define, collect, and use key indicators in the monitoring and evaluation of security sector assistance activities and programs. It also articulates how key indicators are structured into results frameworks and linked to USAID's broader evaluation and strategic planning processes. USG staff, particularly USAID field personnel, will be able to use the guide to incorporate SSR indicators and targets into project appraisal documents (PADs), Country Development Cooperation Strategies (CDCS') and the development of security sector assistance programs more broadly. This training is currently being reconfigured to be available for public use.

With regard to SSG's support to developing monitoring and evaluation (M&E) plans specifically for SGI, the project was informed that SGI had executed a M&E contract with a separate implementing partner. As such, SSG's assistance to develop common and individual country M&E plans for SGI is currently not needed.

## **MANAGEMENT AND ADMINISTRATIVE**

The project received an extension until February 1, 2021, which includes the capacity to use grants under contract. During the process of obtaining the extension, USAID provided guidance saying they did not want to pay danger pay for consultants. This will significantly impact the ability to recruit consultants for Mali. Chemonics is currently paying the danger pay for the consultant for the organized crime and gold assessments out of Chemonics' own funds in order to not inhibit the execution of activities. Additionally, it was identified during this process that a would be needed for an approval of Determinations and Findings (D&F) for ISSER, the local research firm to execute the police effectiveness report. A request was submitted, and the approval to move forward will be required by mid-November to not delay data collection.

## **CONSORTIUM MANAGEMENT**

SSG signed sub-task orders with the International Police Training and Consulting Services (IPTACS) and PartnersGlobal (formally known as Partners for Democratic Change) at the inception of the contract. IPTACS has disbanded and no longer exists as an entity. PartnersGlobal has proposed activities to facilitate civil society oversight over the implementation of the Joint Country Action Plans (JCAPs) ratified under SGI, specifically in Ghana but with the option of expanding to the other five SGI countries. This proposal has not been approved. Partners Global also proposed organizing a 1-1.5 hour training on civil society engagement in security sector reform with an emphasis on best practices and oversight mechanisms. This second proposal was also tabled for a future date given competing opportunities at USAID/DCHA and SGI. SSG will continue to search for opportunities to engage our consortium on ongoing and/or prospective programming. Chemonics has been using Integrated Learning Services, Inc., a U.S. small business, for the technological components of creating the SSR e-learning module as well as its equivalent in a Youtube format.

## ANNEX 1 – Workplan

### YEAR 6: ANTICIPATED ACTIVITIES

SSG expects to complete all if not most of the anticipated activities detailed below, but this document is not intended to be all-encompassing. The project is a demand-driven mechanism and will respond to the needs of USAID and SGI as they arise. For example, SSG presently has an active subcontract with PartnersGlobal, an international NGO that works with civil society to assess and monitor security sector reforms. SSG stands ready to support USAID and SGI by implementing ongoing and prospective activities, as well as proposing new programming opportunities, for the remaining life of the contract.

#### Task 1: Studies

SSG fulfilled Task 1 in FY2017.

##### **Activity – Effectiveness of Police Accountability Mechanisms Report**

*Description:* As previously noted, Key Personnel Eric Scheye conducted extensive research that resulted in a report titled the “Effectiveness of Police Accountability Mechanisms Report” that “addresses accountability within the security and justice sectors. Issues [covered included] internal and external accountability mechanisms including codes of conduct, inspectors general, performance evaluation, parliamentary and citizen oversight, judicial review, etc.” per the contract. The report went through multiple rounds of review and was approved by USAID in June 2017. The report was also published and is listed as a “field guide and handbook on governance and rule of law” on [usaid.gov](http://usaid.gov). The project then made additional revisions to the document and was re-published in 2019. The project is currently conducting a third party review with an additional expert, Robert Blair, to provide further insights for the document.

*Timing:* January 2020

*Researchers:* Robert Blair, Eric Scheye, and Stacia George.

#### Task 2: Workshops and Training

Per the contract, SSG shall “convene two SSR workshops in Washington, D.C. The U.S.-based workshops shall convene up to 30 participants representing a broad set of actors including implementers, policymakers, academics and other donors”. SSG fulfilled task 2’s requirements in 2019.

#### Task 3: Assessments and Technical Advice

##### **Activity – SSG Advisors**



*Description:* This activity will provide advisors to work side-by-side to support USAID and SGI writ large to inform strategies and programs related to security sector governance.

*Timing:* The first advisor began on October 29<sup>th</sup>, 2018 for up to 55 days of LOE and was recently extended to include an additional 21 days of LOE.

*Advisors:* Greg Gisvold and others as determined by the workplan

### **Activity – Niger Organized Crime and Mali Organized Crime Assessments**

*Description:* These activities conduct separate assessments in Mali and Niger of the links and dynamics between organized crime and security forces. As part of the Mali assessment, it was identified to conduct an assessment of artisanal and medium-scale gold production in Mali to help understand the illicit market as well as identify potential resources for local governments.

*Timing:* The Mali assessment is approved, and translation is underway for the executive summary. Verbal updates are provided monthly to the mission, and an initial draft for Mali gold will be provided in early February and for the Niger organized crime assessment in early March.

*Advisors:* Rupert Cook, Eric Scheye, Stacia George, and local researchers.

### **Activity – Rule of Law Index**

*Description:* This activity funds World Justice Project to add Niger and Mali data into their Rule of Law Index 2018 and 2019 reports as well as briefings for SGI Embassies and missions on the findings of the index research. The Rule of Law Index provides important assessment data on the rule of law and the country's current status on its path to self-reliance.

*Timing:* The 2018 Rule of Law Index was published in February 2019. The 2019 Rule of Law Index is expected to be published in February 2019, and briefings for SGI missions and Embassies are expected to take place in early 2019.

*Advisors:* World Justice Project

### **Activity – AFRICOM Indicators Guidance**

*Description:* Based on the request of USAID's Senior Development Advisor, this activity supports the collection of mostly publicly available indicators that address interagency wide interests in evaluating security sector institutions. The indicators will support the easy evaluation of procurement/supply chains; strategic planning; women, peace, and security; public financial management; use of force; human rights; rule of law; and human resources. A goal of establishing interagency agreed upon indicators is to help ensure that USAID's long term equities are being considered during planning of security assistance activities, which at times are more short term focused.

*Timing:* This activity will be completed in Fall 2019.

*Advisors:* Peggy Ochandarena and Stacia George

### **Activity – Rule of Law Guide Annexes Publication**

*Description:* The current rule of law guide published by Chemonics through another mechanism has three annexes related to specific topics access to justice, transnational organized crime, and countering violent extremism. The project is supporting the revision of these annexes to be standalone documents.

*Timing:* Currently the access to justice portion is under works for early 2020, and the project awaits guidance for how to handle the other two annexes.

*Advisors:* Greg Gisvold and others as needs are identified.

### **Activity – Rule of Law Indicators Guide**

*Description:* This activity includes reviewing and revising a Rule of Law Guide produced through a different mechanism and updating the indicators to match current best practices and incorporate publicly-available indicators wherever possible to assist DRG officers in saving time and money in evaluating their programs.

*Timing:* This activity is on-going with a revised draft to the guide to be produced by early February.

*Advisors:* Greg Gisvold, Stacia George, Marie-Claire Tuzeneu, and Kevin McClellan

### **Activity – Outreach Strategy**

*Description:* This activity provides support in designing a strategic outreach campaign to help inform USAID officers of the materials available to them to support their rule of law programs as well as educate others outside of USAID on the available of these materials and the lessons learned within. This work includes the creation of PowerPoints to brief on key products, updating the on-line training on security sector reform, and designing social media efforts.

*Timing:* The overall design will take place in Fall 2019 with activities to start launching in February or March 2020. Three PowerPoints have been drafted and are being finalized, and the on-line training is in the final stages of completion.

*Advisors:* Heather Seeley, Kevin McClellan, and Stacia George

### **Activity – Ghana Police Effectiveness Study and Strengthening Accountability Mechanism Randomized Control Trial**

*Description:* The project is currently supporting the design of a Ghana Policing Effectiveness study focus on policing and security issues across Ghana's districts, including citizen experiences with police, incidence of police corruption, how citizens resolve conflicts and theft, and factors impacting police behavior. Part of this effort will support a longitudinal study of the effect of the Ghana Strengthening Accountability Mechanisms (GSAM) project on policing effectiveness and citizen security. This effort will conduct a follow-on evaluation that will study the longer-term effects of GSAM treatment districts on improved citizen perceptions of police and police intentions, trust of police, police abuse, corruption, bribery and accountability as well as the impact of some new approaches in the GSAM II project.

*Timing:* The design of the survey instruments and research methodologies took place in Year 5 Quarters 3 and 4. The project is prepared to begin the second phase in early 2020 but is waiting approval from the Ghana mission.

*Advisors:* Duke University, ISSER, Kevin McClellan, and Stacia George

#### Task 4: Pilot Programming

##### **Activity – Rule of Law Civil Society Education Efforts**

*Description:* This activity funds World Justice Project to educate civil society groups in Ghana, Niger, Nigeria, Mali, and Kenya on rule of law issues, including through incorporating the findings of their Rule of Law Index research.

*Timing:* The work with civil society groups is expected to take place in early 2020.

*Advisors:* World Justice Project

## ANNEX 2 – DELIVERABLES TRACKER

Security Sector Governance (SSG) Reports and Deliverables To Date – September 30, 2018			
Report Type	Title	Status	Notes
<b>Annual Work Plan</b>	Work Plan Year 1	Approved	
	Work Plan Year 2	Approved	
	Work Plan Year 3	Approved	
	Work Plan Year 4	Approved	
	Work Plan Year 5	Approved	
	Work Plan Year 6	Submitted	
<b>Monitoring and Evaluation (M&amp;E) Plan</b>	M&E Plan	Approved	USAID hired a third-party M&E firm to handle the M&E component of the project, following the approval of the M&E plan. While the M&E follows under the third parties' jurisdiction, Chemonics continues to diligently monitor and evaluate its activities and programs regardless.
<b>Annual Progress Report</b>	Annual Report Year 1	Approved	
	Annual Report Year 2	Approved	
	Annual Report Year 3	Approved	
	Annual Report Year 4	Approved	
	Annual Report Year 5	Submitted	
	Annual Report Year 6		
<b>Quarterly Progress and Financial Accruals Reports</b>	Y1 Q1 Quarterly Progress and Financial Accrual Reports	Accepted	-
	Y1 Q2 Quarterly Progress and Financial Accrual Reports	Accepted	-
	Y1 Q3 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y1 Q4 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y2 Q1 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y2 Q2 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y2 Q3 Quarterly Progress and Financial Accrual Reports	Accepted	-

	Y2 Q4 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y3 Q1 Quarterly Progress and Financial Accrual Reports	Accepted	-
	Y3 Q2 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y3 Q3 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y3 Q4 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y4 Q1 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y4 Q2 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y4 Q3 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y4 Q4 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y5 Q1 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y5 Q2 Quarterly Progress and Financial Accrual Reports	Accepted	
	Y5 Q3 Quarterly Progress and Financial Accrual Reports	Submitted	
	Y5 Q4 Quarterly Progress and Financial Accrual Reports		
	Y6 Q1 Quarterly Progress and Financial Accrual Reports		
	Y6 Q2 Quarterly Progress and Financial Accrual Reports		
	Y6 Q3 Quarterly Progress and Financial Accrual Reports		
	Y6 Q4 Quarterly Progress and Financial Accrual Reports		
	Y7 Q1 Quarterly Progress and Financial Accrual Reports		
	Y7 Q2 Quarterly Progress and Financial Accrual Reports		

<b>Task 1: Studies</b>	The first paper shall develop project guidance to help USAID Missions link public financial management (PFM) and the security and justice sectors. PFM of the security sector seeks to achieve overall fiscal discipline, distribution of resources to priority needs, and efficient and effective allocation of public services.	Cancelled	Soon after the program received this guidance, USAID received notice that the World Bank had begun the work on an extensive paper on public financial management so USAID cancelled this activity. The World Bank published its paper on PFM in the security and justice sectors. It is available at this link: <a href="https://openknowledge.worldbank.org/handle/10986/25138">https://openknowledge.worldbank.org/handle/10986/25138</a>
	The second paper shall address accountability within the security and justice sectors. Issues to consider include internal and external accountability mechanisms including codes of conduct, inspectors general, performance evaluation, parliamentary and citizen oversight, judicial review, etc.	Approved	Effectiveness of Police Accountability Mechanisms Report – This report was narrowed from the original broad report on the effectiveness of security sector accountability mechanisms writ large to just on police accountability mechanisms. However, the research and paper examined other types of accountability mechanisms outside of the police that might be applicable to the police. The paper was approved in 2017 and is currently in the process of being updated with additional information.
<b>Task 2: Workshops and Events</b>	The contractor shall convene two SSR workshops in Washington, D.C. The U.S.-based workshops shall convene up to 30 participants representing a broad set of actors including implementers, policymakers, academics and other donors. They will be one day in length.	Completed	SSG organized a workshop in August 2015 to assist SGI in developing its results framework.
		Completed	The program is preparing panels and a side-conference linked to the NATO Building Integrity conference.
<b>Task 3: Assessments</b>	The contractor shall conduct approximately four assessments that will involve 1-2 specialists	Approved	Nigeria Defector Mission Report
		Approved	Mali Security Governance Initiative (SGI) Trip Report

<b>and Technical Advice</b>	for a period of 1-4 weeks depending on the complexity and breadth of the situation being assessed.	Approved	Kenya Case Management and Information Systems (CMIS) Assessment
		Approved & Being Updated	Security Sector Reform (SSR) e-Learning Module
		Completed	Ghana Case Tracking System (CTS) Project Part 1
		Completed	Ghana Case Tracking System (CTS) Project Part 2
		Completed	Ghana Case Tracking System (CTS) Project Part 3
		Completed	Ghana Case Tracking System (CTS) Project Part 4
		Approved	Security Sector Institution Building Toolkit
		Approved	Gender and Security Sector Reform (SSR) Toolkit. This report was completed and approved but not disseminated per USAID guidance.
		Approved.	Security Sector Reform (SSR) Indicators Guide
		In Progress	ROL Indicators Guide Revisions
		In Progress	SSG Technical Publications Outreach Strategy
		Cancelled	Security Sector Reform (SSR) Programming Guide
		Approved	Kenya Justice Sector Assessment
		In Progress	SSG Advisors To USAID
		Completed	2018 Rule of Law Index for Niger and Mali
		In Progress	Mali Organized Crime Assessment
		In Progress	Mali ASM Gold Study
		In Progress	Niger Organized Crime Assessment
		In Progress	2019 Rule of Law Index for Niger and ROL briefings
		On hold	Ghana Police Assessment And Strengthening Accountability Mechanism RCT

		In Progress	Publication of the ROL Guide Annexes
<b>Task 4: Pilot Programming</b>	The project will implement pilot projects including advisory services, trainings, and other tools through long- and short-term technical assistance as requested by USAID and host national partners.	Cancelled	Security: Governance, Accountability, and Performance (SGAP) Toolkit - Proposed for Ghana or another SGI country.
		Cancelled	Security Sector Strategic Communications Technical Advisor to the Government of Niger (GoN): Technical advisor was ready to deploy but cancelled due to arguments between the Prime Minister and President on where the advisor would reside.
		In Progress	Education for civil society groups on rule of law issues in Ghana, Niger, Nigeria, Mali, and Kenya.