



ENGAGING POLICE AND NATIONAL GUARD THROUGH EDUCATION, PARTNERSHIP, AND REFORM

Under previous regimes, Tunisian security service institutions were structured to control the population and protect the regime, with little regard for their duty as a service provider to citizens. Such an arrangement, while common under authoritarian regimes, undermines many of the international best practices for a democratic, effective, and fair security sector. Since 2011, many international partners have provided equipment and targeted training. However, more foundational reforms are needed to ensure Tunisia's security services actively incorporate lessons learned and best practices, especially those related to training and improved community engagement.

USIP's security sector training reform program supports the institutionalization of new practices, helping to integrate a culture of continued learning and self-improvement. Since 2016, through partnership with the U.S. Department of State Bureau of International Narcotics and Law Enforcement Affairs, USIP has worked with the Tunisian training directorates for the National Police and National Guard to help reform how security sector training is conducted.

The work focuses on improving pedagogical approaches, performance monitoring, learning management tools, digital curriculum design, and digitized training management. These fundamental reforms and improvements facilitate the integration and institutionalization of other national and international training projects, reform initiatives, and new policies into the National Police and National Guard training systems.

DIAGNOSTIC ASSESSMENT

USIP enjoys unprecedented access to the training directorates of both National Police and National Guard, which allowed USIP to conduct a unique in-depth diagnostic assessment. The expert-led assessment, conducted jointly with the National Police and National Guard, included multiple site visits around the country as well as in-depth discussions with key actors from both institutions to identify gaps and opportunities for training reform. This collaborative program design has ensured high-level buy-in and trust between USIP and its Tunisian security sector partners.

ADDRESSING DEFICITS

Building upon this framework, the project's current phase works directly with the security sector's leadership and staff to address the deficits identified in the diagnostic phase, building capacity to:

- ▶ Institute reform-oriented management training for leadership through specialized resources and workshops.
- ▶ Develop indicators, tools, and systems to monitor, review, and evaluate the performance of the training academies and security sector more broadly.
- ▶ Utilize global peer learning exchanges to gather pertinent lessons on effectively managing security sector change.
- ▶ Digitize curricula for online learning, support the creation of an online learning management system, centralize access to content, and assist training directorates in designing programs for online learning.
- ▶ Standardize curricula and teaching methods for intellectual consistency, quality, and technical accuracy.
- ▶ Improve the integration of adult learning principles across all curricula.

REFORM IN ACTION: ACHIEVEMENTS TO DATE

As a result of USIP's efforts and partnerships:

- ▶ The National Police and National Guard training centers are now developing objectives, indicators, results frameworks, and tools to monitor the performance and measure the impact of training directorates and to assess officers' field performance.
- ▶ Trainers have developed tools to streamline teaching that promotes critical thinking and helps their learners engage with their new mission as community-oriented officers.
- ▶ A cadre of trainers and course designers are now able to transition all relevant curricula and courses to a centralized online learning platform.
- ▶ National Police and National Guard training staff and leadership are showing institutional and individual buy-in for continued collaboration on improving training delivery, management, and monitoring.