



DCAF Strategy 2016 – 2019

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DCAF at a Glance

The **Geneva Centre for the Democratic Control of Armed Forces (DCAF)** is a foundation established in October 2000 under Swiss law and on the initiative of the Swiss government. DCAF's membership includes **62 Member states** and 6 permanent observers (2015).

DCAF is a **good governance** promoting institution that focuses on a specific public sector niche – the **security sector**. DCAF's mission is to assist partner states, and international actors supporting these states, to improve the governance of their security sectors through inclusive and participatory reforms based on international norms and good practices and in response to specific local contexts and challenges.

DCAF's **core services** include:

- legal and policy advice on the development and implementation of policies in the area of security sector governance (SSG) and security sector reform (SSR);
- assessment, design, monitoring and evaluation of SSR/SSG programmes;
- capacity-development, including training;
- development of knowledge products, services and tools for policy-makers and SSR practitioners.

DCAF's core areas of **thematic expertise** include:

- parliamentary oversight over the security sector;
- reform of executive bodies such as ministries and other governmental structures dealing with security;
- support to rule of law structures such as police, border police and the judiciary;
- oversight over – and the reform of – intelligence agencies;
- development of ombuds offices and related institutions for the security sector;
- integrity building for the security sector;
- private security governance; business and SSG;
- SSG dimension of cyber security and internet governance, including parliamentary control;
- civil society capacity building on security sector oversight;
- gender mainstreaming in SSR/SSG.

DCAF combines policy research with a range of operational projects and programmes on the ground. Since its founding in 2000, DCAF has developed significantly in terms of institutional structures, thematic expertise, geographical reach, partnerships, and services offered. Due to the increasing complexity of the environment in which DCAF operates, and the evolving needs of our partners in both donor and recipient communities, DCAF's core business – security sector reform – has been complemented with issues related to **governance, rule of law, and development** which are taking an increasingly prominent place on DCAF's policy agenda.

Context of security, peace and sustainable development

Good governance of the security sector is an essential precondition for peace, stability, sustainable development, the rule of law and democracy. Furthermore an effective, efficient and well governed security sector is key to ensuring national and human security, and the ability of states to face new and emerging security challenges.

States in transition towards democracy or emerging from conflict have particularly acute needs in improving security sector governance through security sector reform. As a result, SSG and SSR have become important elements of **conflict prevention**, management, resolution and transformation as well as post-conflict reconstruction. They are an integral part of **democratization** processes and of the transition from humanitarian assistance stabilization and post-conflict reconstruction to longer-term **sustainable development**.

It has been widely recognized that a comprehensive and multi-stakeholder approach to SSG/SSR in democratizing, post-conflict, and – under condition of the existence of a legitimate and internationally-recognized political leadership – fragile states, is needed which integrates **security, development** and the **rule of law** – for these form a triangle that is intrinsically linked. There cannot be development without safeguarding state and human security; and there cannot be security in the longer term without sustainable development. Building a functioning security sector that is responsive to the needs and human rights of citizens within the framework of democratic governance is, in turn, an important contribution to reinforcing the rule of law.

The need for sustained efforts in SSG/SSR is evidenced by a numerous examples of military coup and other non-democratic transfers of power. **Security challenges** such as organized crime, violent extremism, gender-based violence, trafficking and irregular migration create additional challenges in the area of SSG and SSR.

The growth of the global private security industry and security and human rights challenges surrounding other corporate actors in fragile environments, for instance extractive industries, highlight the increasing importance of **non-state actors** in general, as well as the emergence of new challenges to the human rights of citizens. This demonstrates the need to ensure these actors are subject to effective oversight and regulation.

The importance of SSG/SSR grows also as a result of **new security challenges**, threats and trends. Globalization of technology and communication, free movement of people, goods and services have brought with them profound change in every field of life, the promise of defeating

poverty and misery, as well as new opportunities for human rights and human development. But it also highlights governance deficits and serious loopholes in the normative field. These governance deficits are likely to increase the role of soft international law, particularly multi-stakeholder initiatives and public-private partnerships that bring together states, the private sector and civil society organizations.

Globalization entails also an increased risk of conflict as new competitions emerge at the international level – from geo-economics to geopolitics. At the same time, **global systemic threats** such as climate change, weak financial systems, violent extremism, cyber threats and contagious health threats demand unprecedented levels of international cooperation.

Response

The international community is making significant strides in developing strategies and policy frameworks for SSG/SSR, as evidenced by the UNSC Resolution 2151 (2014) and the second report of the UN Secretary General on SSR (2013). Many bilateral donors have intensified their engagement in SSR/SSG. However, there remains a clear need to **bridge gaps between policy and practice** in providing coherent, coordinated, inclusive and context-specific support to SSG/SSR programming. Reliable and impartial expertise of the kind offered by DCAF is needed in this context.

DCAF's Mission

DCAF's mission is to assist member and other partner states, and international actors supporting these states, to **improve the governance** of their security sectors through inclusive and participatory reforms based on international norms and good practices and in response to specific local contexts and challenges. DCAF therefore works with national actors to support their efforts to effectively implement reforms, as well as with international actors to enhance their provision of effective and coherent support to these nationally-led and locally owned reforms.

DCAF supports the development, promotion, harmonization, coordination and implementation of relevant concepts, **norms, standards, strategies and policies** at the international, regional, sub-regional, national and sub-national level. It supports, in particular, the work of the United Nations and other key international, regional and sub-regional organizations as well as other transnational actors, including inter-parliamentary bodies, ombuds institutions and other relevant actors in the shaping and implementation of SSG/SSR approaches. DCAF is also recognized as the global centre of reference for gender integration into SSR and SSG. It has a special comparative advantage in offering policy advice and support that is coherent at a strategic international level.

DCAF's guiding principles

DCAF is guided by the following principles:

- **neutrality and impartiality.**
- **local ownership** as an absolute precondition for the legitimacy and sustainability of reform.
- **participative, people-centred** support of SSR processes.
- **human rights-based** principles applicable to both duty bearers and rights holders.
- **gender sensitivity** and gender responsiveness.

DCAF's vision

DCAF's vision is to contribute to **improved security for the state and its citizens** through more effective and accountable security service delivery within a framework of democratic governance and the rule of law. By supporting effective, efficient security sectors that are accountable to the state and its citizens, DCAF endeavours to strengthen security and justice; prevent violent conflict; foster democratic governance; build sustainable peace; reinforce the rule of law and respect for human rights; and thus to **establish a conducive environment for sustainable development.**

Strategic Direction

DCAF is committed to a set of strategic objectives which guide its work. Within this framework, it has defined specific institutional and thematic objectives for 2016–2019 which are considered as crucial to fulfilling its mission:

Strategic Objectives

SSR is understood and promoted as a **strategic approach** to enhancing the effective and accountable provision of security to states and their citizens, within the framework of democratic governance, the rule of law and respect for human rights.

Reforms aimed at enhancing the governance of the security sector are effectively managed through participatory, inclusive, and locally-owned **national processes** which produce institutional and societal change.

SSR / SSG are fully integrated into broader efforts to achieve **human security** and support **sustainable development.**

Specific institutional objectives for 2016–2019

To continue transition towards an organization with global reach, which shall be reflected in DCAF's membership, mandates, and diversified financial base. The conclusion of a **headquarters agreement** between Switzerland and DCAF would be a very supportive step in this direction.

To further strengthen its role as a **strategic partner of multilateral organizations** in the field of SSR / SSG. DCAF will, in particular, reinforce its key strategic relationship with the UN as the latter's primary partner in the development of its seminal approaches to SSG and SSR. It will also build on the foundations of these partnerships by strengthening cooperation on SSG and SSR between multilateral organizations, including notably the UN, the OSCE, the EU, and the AU.

To further **adjust management and operational structures** to the evolving needs of DCAF's overall development. This includes consolidating its business and managerial processes, including its transition to results based management.

To further strengthen its role as a facilitator and a strategic partner in **multi-stakeholder governance initiatives** in SSG/SSR that bring together states, the private sector and civil society organizations.

To contribute to the development of the “**Maison de la Paix**” into a leading centre of competence for security and peace. This includes:

- identifying and making full use of **partnerships, synergies and opportunities** for cooperation within the “Maison de la Paix” community, including notably – and without prejudice to their respective independence – the Geneva Centre for Security Policy (GCSP), the Geneva International Centre for Humanitarian Demining (GICHD) and the Graduate Institute for International and Development Studies (IHEID), as well as thematically relevant partners such as the United Nations Office at Geneva (UNOG) and the International Committee of the Red Cross (ICRC), and other organizations.
- contributing to further progress of cross-organizational **platforms** in areas such as gender mainstreaming (“Gender Hub”), cyber security and internet governance (“Geneva Internet Platform”), peacebuilding (“Geneva Peacebuilding Platform”), business and SSR (“DCAF–ICRC Security and Human Rights Knowledge Hub”), disarmament, global health, as well as other emerging issues related to SSG.
- supporting the **Peace and Security Initiative** that brings together the three Geneva Centres (DCAF, GCSP and GICHD), Interpeace, the Justice Rapid Response, Small Arms Survey, the Swiss Foundation for Mine Action, the Geneva Peacebuilding Platform and the Graduate Institute (represented by the Centre on Conflict, Development and Peacebuilding). The initiative creates conditions allowing the participating organizations to mutually benefit from complementarity and synergy.

Specific thematic objectives for 2016–2019

To further consolidate and enhance DCAF's position as one of the world's **leading centres of competence in SSG and SSR**. To continue to support SSG/SSR across a range of different regions and contexts, including in democratising, post-conflict, and – under condition of the existence of a legitimate and internationally-recognized political leadership – fragile states.

To further develop its **key areas of competence**, such as support to parliamentary oversight, the reform of executive bodies such as ministries and other governmental structures, support to rule of law structures, the oversight over – and the reform of – intelligence agencies, the development of ombuds offices and related institutions, and the development of new approaches to the governance challenges brought about by globalization including, among other things, the increased privatization of security and the security impacts of business in fragile environments.

To continue developing and disseminating practical knowledge on the integration of **gender perspectives** in SSR and SSG and providing direct expert support to national and international partners in their efforts in this regard. DCAF will continue to provide a nexus between SSR initiatives and the women, peace and security agenda (UNSCR 1325 and related Resolutions).

To contribute to, and to be at the cutting edge of, the international debate on SSG/SSR by systematically collecting, documenting, analysing, and disseminating good practices in SSG/SSR and to continuously integrate into that debate **emerging new subjects** and issues relevant for SSG/SSR – such as the increasing role of private actors in the security sector, the need for internet governance, the role of the security sector in combating epidemics, and issues related to prevention and countering violent extremism.

The strategic focus of DCAF in the years to come may be influenced by the **evolving political and/or security environment** and in particular by how peace and security agendas will be placed and articulated within broader future sustainable development plans. The yet-to-be-defined Post-2015 Sustainable Development Goals shall be taken into account, and partnerships and support activities shall be developed accordingly.

Approaches for implementation

Management approaches

DCAF is committed to **demand-driven** and **context-specific** reforms that reflect local perspectives, security conditions and needs. It recognises that while the principles of good security sector governance are universal, the models are not.

DCAF advocates a **holistic approach** to reform based on the insight that reform in one part of the security sector will be neither effective nor sustainable, if it does not account for effects in the rest of the security sector.

DCAF advocates a “**feed-in and feedback**” approach, when its analytical, conceptual, strategic and operational activities are mutually reinforcing, and its conceptual work is solidly rooted in field experience and vice versa.

DCAF advocates a **multi-stakeholder approach** that bring together states, the private sector and civil society in a joint effort to enhance governance of the security sector.

DCAF's activities are anchored in, and guided by, a **results-based management (RBM)** approach. As part of DCAF's transition to RBM, DCAF's corporate-level results will be monitored to feed into strategic management and steering, to enhance accountability towards DCAF partners, and to ensure continuous lessons learning from its experiences and support.

Partnerships

DCAF relies on, and shall further develop **partnerships** with:

- **Member states**, and other national actors to support their efforts to effectively implement reforms;
- **International actors** to enhance their provision of effective and coherent support to these nationally-led and locally owned reforms;
- **Private actors**, to make use of opportunities for public-private partnerships in SSG/SSR;
- **Peer institutions**, to exchange knowledge and make use of synergies
- **Expert networks**
- **Civil society** organisations

Steering

The implementation of the Strategy 2016–2019 is under the responsibility of the Director and his/her staff who will assign the necessary resources to its fulfilment. DCAF's broad strategic results are in line with this strategy, and as such, annual reporting on results will provide insights into DCAF's progress in implementing this strategy.

Finances

DCAF aims to **broaden and diversify its donor base** and strives for multi-year financial agreements.

DCAF emphasizes the importance of **core resources and funding**. In order to remain a responsive and forward thinking organization, DCAF shall strive for increased share of core funding and a healthy **balance** between core and project funding.

DCAF shall strive for full **transparency** in its financial reporting, as well as the application of the highest standards in financial administration and accounting.

Human resources

DCAF employs **highly-qualified and diverse personnel**.

To ensure that DCAF has sufficient human capacity and expertise to cover the full spectrum of SSR/SSG issues, as well as in-depth country experience, DCAF's core team is reinforced by **personnel seconded** by member states, as well as a **roster of high-level professionals**.

In accordance with Gender and Diversity policy, DCAF strives to ensure **gender balance** and **equal opportunities** for all staff and to provide healthy work environment free from harassment and all forms of discrimination.



The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is one of the world's leading institutions in the areas of security sector reform and security sector governance. DCAF provides in-country advisory support and practical assistance programmes, develops and promotes appropriate democratic norms at the international and national levels, advocates good practices and conducts policy-related research to ensure effective democratic governance of the security sector.

www.dcaf.ch

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