



# Annual Report

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# 2022

Dedicated to making  
people more secure  
through effective and  
accountable security  
and justice.



# THANK YOU

We are grateful for the support and confidence of our core funders and other generous donors who make our work possible.

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### CHANGEMAKERS

#### IN POLICY AND PRACTICE





## Foreword



Having started my tenure as Director of DCAF in March 2023, I am thrilled to take the lead of an organization with a global reputation for impartiality and excellence that has been earned over more than 20 years of making people safer. Accountable and effective security and justice have always been our focus, and today the need for these values appears more important than ever.

In 2022, we witnessed the return of war to Europe and its impact has reverberated around the world. The Russian aggression against Ukraine has resulted in human suffering and loss of life, millions of people displaced, destruction of critical infrastructure, and violations of human rights and international humanitarian law. Coming on the heels of the COVID-19 pandemic, the current security and economic crisis will inevitably influence the development of foreign policy

in Europe and beyond. One immediate impact has been a clear increase in defence spending, underlining a significant policy shift and re-allocation of priorities and political focus back toward the European territory.

Our world is facing numerous simultaneous crises and none of us really know how it will play out. With unprecedented levels of political instability around the globe and the number of people living in extreme poverty on the rise and with most of them living in areas severely affected by conflict and fragility, the spotlight on the security agenda is getting stronger. At the same time, the world is becoming more polarised, and security policy more isolationist. Where countries previously coalesced around international norms and standards on security governance, some are now being offered alternatives that do not necessarily emphasize checks and balances on power. Such insecurity can push countries and people toward a less democratic path, and we believe it is therefore more crucial than ever to ensure a people-centered approach and build trust between citizens and state institutions. This can be achieved in part by creating space for the media and civil society to play fundamental roles in oversight and holding security forces and institutions to account for their actions.

This underlines the importance of a continued commitment to security sector governance and reform (SSG/R), and the need to remain engaged at the global level and around the world. Effective and accountable security and justice are the foundation on which peace and sustainable development are built. Let us be clear here: no development is possible when people live in fear of violence.

The work of DCAF contributes to leaving no one behind. When it comes to Goal 16 of the 2030 Agenda for Sustainable Development that promotes peaceful and inclusive societies, our part is also to provide research and guidance on the interlinkages between security and sustainable development.

Security sector reform and governance is a national process, but a global concept. Today, many countries in the Global South have accumulated a wealth of experience and have excellent examples of tried and tested best practices which they are ready to share with the rest of us.



Progress in such fundamentals takes time. Strengthening the rule of law and putting in place democratic oversight mechanisms often need to be measured in years, sometimes decades. Despite setbacks from climate change, the global pandemic, the economic downturn, and the return of war to the European continent, our partners have done excellent work leading to concrete results and innovative approaches in 2022. We share some of them with you here, alongside a handful of SSG/R changemakers. These are the people who, in policy or practice, contribute to improving the security of people and states through inclusive and participatory approaches. I really hope you enjoy reading about them and the way their commitment brings sustainable and real change to their communities. For DCAF, context-specific, locally-owned and led reform and governance is central to the way we operate.

Looking to the year ahead, DCAF will continue to support reform efforts throughout the Sahel and Sub-Saharan Africa, and work to enhance resilience in Lebanon and peace building efforts in Yemen, Sudan, and Libya. We will also prioritize support to security governance efforts in Ukraine, Moldova, and other countries directly affected by the war in Europe. Building on a multi-country stocktaking study on climate security, we will sharpen our research into the impact the climate crisis has on the roles of security and governance actors and how they can contribute to addressing it. We will continue to prioritize gender equality in all our projects. Through the Elsie Initiative for Women in Peace Operations, we work for greater representation and more meaningful roles for women within national security institutions and in United Nations' peacekeeping missions. In January 2023, Switzerland started its two-year term as a non-permanent representative on the UN Security Council and we are proud, as an organization, to be considered a cornerstone of Swiss engagement in the field of SSG/R. Importantly, DCAF will continue to convene a wide range of actors, state, non-state, the business, and donor communities to ensure coherence and effective support for, and engagement in, good governance in the security sector.

Of course, this work is only possible with the trust of our partners and the support of our donors. We would like to extend our gratitude to our many generous donors, and especially our core funders in 2022, Switzerland, Liechtenstein, and Sweden. Their confidence has allowed us to evolve, innovate, and adapt to emerging needs. We are also extremely pleased to announce that Finland joined the circle of our core funders in early 2023.

Finally, our thanks go to DCAF's multinational staff in Geneva and our 14 field offices on four continents. What you read on these pages is down to their expertise, hard work, and commitment and I am proud to join the team at this crucial time and lead the organization into the future. A sustainable future.



**Ambassador Nathalie Chuard  
Director**

April 2023

**22**

years of service

**54%**

women

**27%**

in field offices

**54**

Foundation Council  
Members

**219**

staff members

**DCAF**

in

**2022**

Active in

**67**

countries

Revenue in 2022

**33**

million CHF

**14**

field  
offices

**247**

learning events

**158**

knowledge products

translations  
in

**21**

languages

**9k+**

people trained

Online presence

**46k+**

followers

## OUR PRINCIPLES

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### Democratic control

The rule of law is essential to good governance.

### Human rights

They are central to our work, with gender equality at the core.

### Local ownership

The needs of our partners and affected populations are always our first concern.

### Impartiality

We promote democracy, but do not take sides politically.

## DCAF IS DEDICATED TO MAKING PEOPLE MORE SECURE THROUGH ACCOUNTABLE AND EFFECTIVE SECURITY AND JUSTICE.

Over 22 years supporting reform processes in more than 80 countries DCAF has built a reputation as the pre-eminent global expert in security sector reform and governance. In everything we do, we adhere to the principles of impartiality, local ownership, inclusive participation, and gender equality. These values are our strength; we are trusted across the spectrum of state and non-state actors to accompany them through long and complex reform processes.

We conduct analyses, assessments, and reviews together with our partners that pave the way for sustainable and successful nationally-owned reform processes.

We apply state-of-the-art methodology to help identify needs and gaps, develop sound strategies and policies, design and implement reform programmes, develop trainings, and facilitate coordination between national and international actors.

We combine innovative research, programmatic, and advisory assistance to connect policy and practice in a way that is mutually reinforcing.

We convene and facilitate multistakeholder cooperation and processes which include beneficiaries, donors, the public and private sector, and state and non-state actors to maximize the effectiveness of aid.

We strive for innovation and share our accumulated knowledge and experience freely with national partners and the international community to inform policy development and good practices at all levels.

We are nimble and versatile with an ability to rapidly mobilize political and donor support to respond to the urgent needs of our partners quickly and effectively.

## OUR WORK

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### Supporting national partners

By helping them to design and to implement locally owned reforms aiming at enhancing the effectiveness and accountability of security and justice provisions.

### Assisting international actors

By helping donor countries and multilateral partner organizations in developing and implementing their SSG/R support policies and programmes.

### Contributing to international policy development

By facilitating the development of norms, standards, and good practices related to SSR/G.







## STRENGTHENING DEMOCRATIC GOVERNANCE THROUGH EFFECTIVE PARLIAMENTARY OVERSIGHT

As representatives of the people, parliamentarians are responsible to ensure the highly complex security sector is grounded in the rule of law and respect for human rights and bound by accountability and transparency. DCAF supports parliamentary bodies to create and implement legal and regulatory frameworks that function as checks and balances on the development and management of security policies and institutions. Designed to meet the needs of all people without discrimination, they set prescribed limits for security forces and establish mechanisms to hold them accountable for their actions.

### HIGHLIGHTS

With the help of DCAF's expert advice, the Standing Committee on Defence and Security of the National Assembly of **Armenia** oversaw preparations for a re-structuring of the country's principal intelligence service and reviewed and adopted law packages that foresee the creation of a separate Foreign Intelligence Service and a Ministry of Interior. These developments will help ensure stronger accountability of the security sector.

Based on our recommendation, the organisational structure of the Parliament in **North Macedonia** was changed to require parliamentary staff to maintain a valid security clearance if they are working on committees responsible for oversight of defense, security, and intelligence institutions. This helps ensure that the job functions of staff in those committees, and the handling of classified information, are in line with international standards.

This fruitful collaboration contributed substantially to a better understanding of the democratic governance process of the security sector for parliamentarians in the Republic of Moldova, making the Committee's parliamentary control capabilities more efficient.

#### Lilian Carp

Chairman  
Parliamentary Committee on National Security, Defence and Public Order  
Republic of Moldova

We have accompanied the Ministry of National Defense in **Niger** through a years-long process to compile the entire legal framework governing the interior security sector. A critical early step was to identify gaps and provide recommendations, expertise, and support in the drafting of new laws. As a result of the long process, in 2022 the national Council of Ministers adopted a new law on interior security and five new decrees for the security defense sector, including one to reorganize the Ministry of National Defense and one to set out general disciplinary regulations in the Armed Forces.

DCAF assessed the compliance of the **Ukraine's** Draft Law on the Protection of Classified Information against the principles and standards set in similar laws in Euro-Atlantic countries. Following our recommendations, the draft was amended to include several elements related to the protection of classified information. However due to the ongoing war, progress on adoption of the law was stalled.

**SSR PAPER**

Parliaments' contributions to security sector governance/ reform and the Sustainable Development Goals



**KEY MOMENT**

**IMPROVING GOVERNMENT OVERSIGHT OF THE ARMED FORCES IN MADAGASCAR**

Since 2016, we have provided technical advice and assistance to Madagascar's ongoing security sector reform process with initiatives designed to help increase the public's trust and confidence in the security services. These include improving internal oversight mechanisms, introducing international standards on community policing into police and gendarmerie academies, and promoting a culture of integrity in the National Police and Gendarmerie forces.

In 2022 we began a new initiative to support the establishment of an effective and sustainable internal control system in the Ministry of Defence. Senior government officials and key decision makers from the Ministry kicked off the project with this first workshop to discuss how to enhance the efficiency of oversight inspections, the creation of a cohort of internal experts in defence oversight, and a set of guidelines and procedures for the Ministry.



Senior leadership of the Madagascar Ministry of Defence meet to begin the process of developing a new internal oversight system for government officials in the Ministry. Photo: DCAF





## IMPROVING THE MANAGEMENT AND SERVICE DELIVERY OF SECURITY INSTITUTIONS

A lack of democratic control over security institutions undercuts development and fosters political violence, especially in fragile and conflict-affected states. Security institutions should function as public service providers in an accountable and effective manner to achieve peace and sustainable development. DCAF supports governments and institutions to adopt policies and practices to ensure security actors are well-managed and perform their duties according to international norms and standards.

No two countries or institutions are alike, but the elements of reform are the same. It begins with non-discriminatory laws, policies, and regulatory frameworks that are supported by institutional mechanisms for oversight and accountability. It also means fostering a culture of knowledge and respect for the rule of law, human rights, and gender equality among police, armed forces, and other security sector actors.

I am grateful to DCAF for having strengthened my skills to understand and analyse prison statistics in a correct way which will allow me to contribute to better strategic planning of the penitentiary system.

**Fethi Ouechtati**

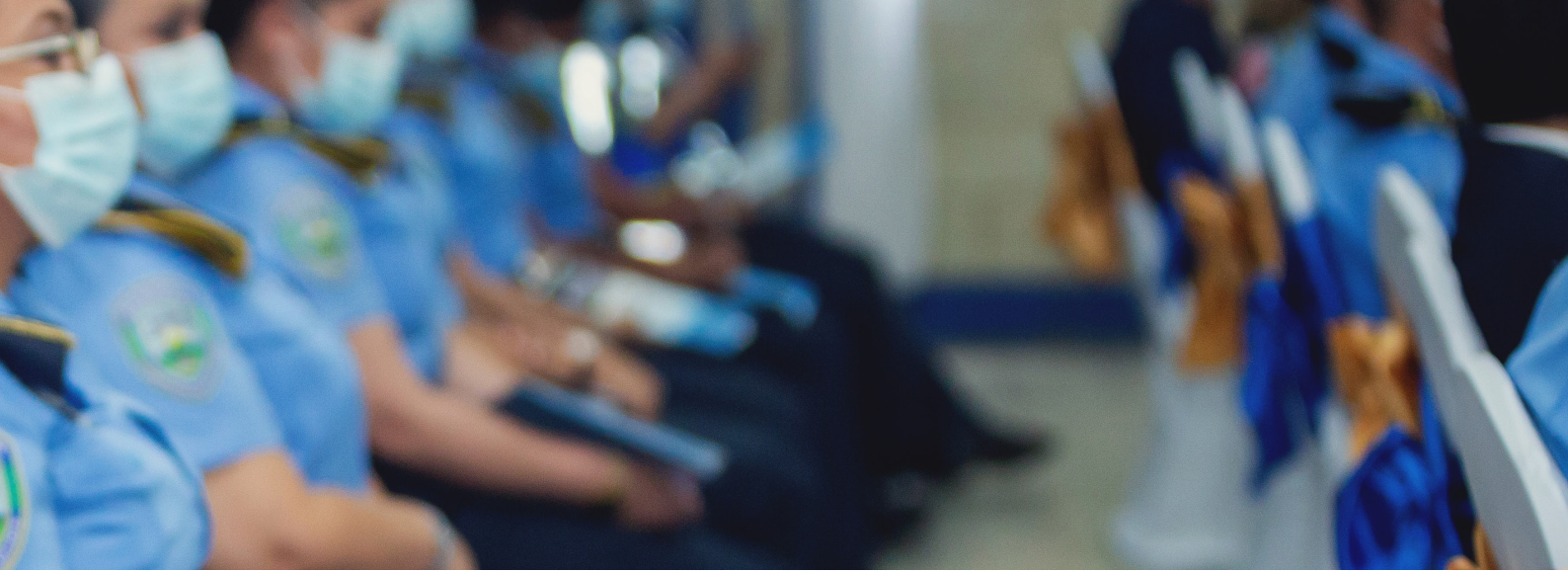
Inspector General, General Committee of Prisons and Rehabilitation  
Ministry of Justice, Tunisia



### **ANALYSIS**

Use of police force:  
a framework to ensure good governance





## HIGHLIGHTS

The 2022 Annual Review Conference on Intelligence and Security Sector Reforms in **North Macedonia** featured an unprecedented level of participation by senior officials. The DCAF-organized public debate featured the Speaker and Members of Parliament, the Ministers of the Interior and Defense, two intelligence directors, and a public prosecutor. A 10-minute summary of the conference was subsequently aired on prime-time television along with a 30-minute interview with the Director of the North Macedonia Intelligence Agency - a first in the country and a clear indication of the government's commitment to the principles of accountability.

DCAF supported the **Ethiopian** Federal Police to articulate its first strategic concept for the development and use of forensics to ensure an improved, evidence-based approach to police investigations.

Following a DCAF-provided cybersecurity needs assessment, the Ministry of Interior in **North Macedonia** has started working on the creation of a Computer Emergency Response Team to protect the Ministry's network.

Law enforcement agencies in **Albania, Bosnia and Herzegovina, and North Macedonia** received our ongoing support in the development of Integrity Plans intended to curb corruption and strengthen integrity. In 2022, the Albanian Ministry of Interior and the State Police completed or revised their current integrity plans and developed monitoring and evaluation strategies for their implementation.

Based on long-term advice and guidance by DCAF, part of the Intelligence community in **North Macedonia** began improving their internal financial, legal and oversight mechanisms, which will significantly reduce opportunities for corruption and misuse of public funds and special powers.

The Child Protection Delegates, a DCAF partner in past detention monitoring programmes in **Tunisia**, reported that our support for reforms to the juvenile justice system helped increase the use of alternatives to detention, as well as a reported strengthening of protection guarantees for children while in places of deprivation of liberty.

Through support to the High Authority for the Fight against Corruption and Related Offences and the Public Procurement Regulatory Agency in Niger, DCAF contributed to better accountability in the critical area of finance and resource management in security institutions. Our workshops and trainings helped bring the question of transparency to the forefront as a political issue, with the result of establishing and/or strengthening cooperation between internal and external oversight institutions.

Since 2020 we have been supporting the modernization process inside the Honduran National Police (HNP) with a special focus on the appropriate use of force to help increase public confidence in policing. Based on our expertise and advice on models and international standards, the HNP has created its own model for use of force, the first in over two decades. The model was used in the police management of demonstrations during the transition of power after elections in early 2022.

## KEY MOMENT

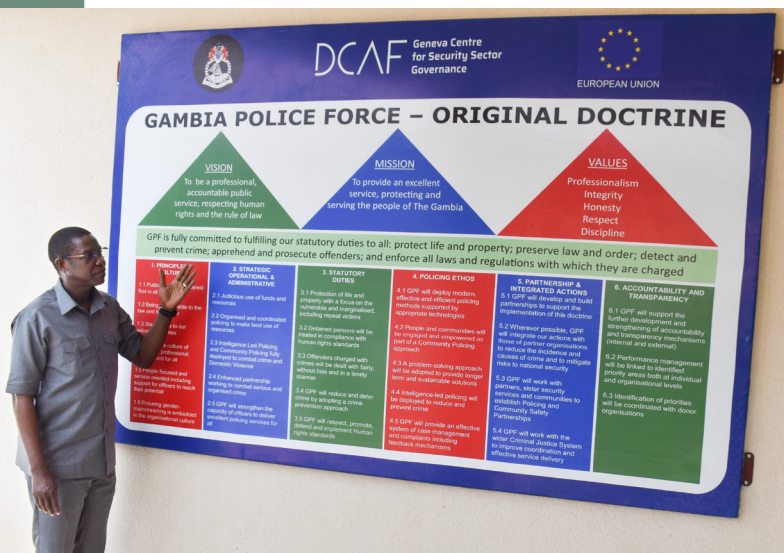
### A NEW APPROACH TO POLICING IN THE GAMBIA

Since the launch of a comprehensive security sector reform process in 2017, The Gambia has achieved several important milestones. The country's first National Security Policy came out in 2019, and a National Security Strategy and a Security Sector Reform Strategy were adopted in 2020. DCAF has been there since the process began, supporting a variety of reforms.

Among them was to support the Gambian Police Force (GPF) to develop its first-ever Police Doctrine that articulates a new vision for policing and reflects international standards such as continual training, intelligence-led policing, and gender-mainstreaming.

In 2022 the Doctrine was officially adopted by the GPF's leadership and is now enshrined in the force's basic training curriculum and several security-related tools and manuals developed by national authorities. To promote the adoption of the Doctrine, the GPF's Inspector General Abdoulie Sanyang embarked on a countrywide tour visiting local officials and police stations to personally brief senior officers. This high-level support

shows the strong commitment to a new approach to policing in The Gambia, which was further illustrated when President Adama Barrow mentioned the reforms and DCAF's support in his 2022 State of The Nation Address.



Inspector General Abdoulie Sanyang of the Gambia Police Force travelled to police stations around the country to personally brief senior officers on the vision and standards in the country's first ever Police Doctrine. Photo: DCAF





## IMPLEMENTING GENDER EQUALITY IN POLICY AND PRACTICE

Taking gender into account in all aspects of the regulation and operation of the security sector ensures a better response to the needs of the population and helps set the conditions for peace and sustainable development. DCAF offers expert advice and a wealth of evidence-based research to enrich SSG/R policy debates and promote best practices in gender equality throughout security sector institutions.

### POLICY SERIES

Opportunities for women in peacekeeping



The Professional Development Series allowed for collaboration among representatives of security sector institutions which was never there before. This collaboration enhances our understanding of the similar issues that we all face in the area of gender equality.

**Representative of the Ministry of Defence**  
Georgia



## HIGHLIGHTS

**A**t this year's OSCE Human Dimension Conference, we held a side event at which the Deputy Director of the Intelligence Agency of **North Macedonia** talked about the impact of our Gender & Security Toolkit on her, and her institution. First, she said it inspired her to ensure there were more women in leadership positions, which has resulted in an increase to 45% from 28% since she started in the job. Second, it motivated her to establish a network of female colleagues who aim to achieve better gender mainstreaming in their Agency.

**D**CAF delivered the inaugural senior women's leadership course for the **Ethiopian** Police University and supported the University through the institution's first gender audit. The result was a clear commitment from senior police leadership to expand the overall focus on gender, the adoption of a Gender Action Plan to promote gender equality, and an increase in resources for the University's gender unit to support its implementation.

**A** consortium of 16 civil society organizations worked with DCAF and our local partner Adala to establish an indicator and monitoring framework to regularly measure perceived responses to violence against women along the penal chain in **Morocco**. This first-of-its kind inclusive indicator will strengthen dialogue between Moroccan civil society, the security sector and government authorities when it comes to overseeing the response of security and justice institutions to incidents of violence against women.

**B**ased on recommendations from the DCAF-supported gender self-assessment, the **Honduran** National Police developed and adopted a new Gender Policy. It was launched in 2022 in a ceremony that included the President of Honduras and other high level government authorities. The Gender Division of the Police now uses DCAF's gender awareness manual as its main training material.

Police officers and representatives of 13 civil society organizations that specialize in gender and diversity met to review a train-the-trainers course on gender equality that DCAF developed for the Colombian National Police. Photo: Jonathan Beker



## FOCUS

## AMPLIFYING WOMEN'S VOICES IN THE CONVERSATION ABOUT CLIMATE AND SECURITY

Climate change and environmental degradation are a defining threat to peace and security in the 21<sup>st</sup> century. The increasing frequency and severity of natural disasters, growing scarcity of resources, and the long-term effects such as forced migration are exacerbating existing tensions and fueling new conflicts.

As our understanding of the connections between climate change and security grows, so too does the recognition that women and men are differently affected; research shows that women often bear the brunt of conflict over natural resources and climate-related displacement. Rural women especially are often disproportionately affected due to their limited access to, use of, and control over resources, justice, and decision-making processes.

This is a critical moment to amplify women's voices and experiences in the creation of global policy tools and national peace and security sector reform processes. In Colombia, Mali, and Yemen, DCAF has been helping women to put their concerns about climate change and security on the agenda through supporting women's organizations and networks.

The result is *Women Speak: the lived nexus between climate, gender, and security*, a set of policy recommendations to guide international and national environmental and peacebuilding policy and programming. *Women Speak* was launched at the United Nations Headquarters in New York. "If you are the person who is affected by climate change, you should be the one who suggests ideas that give positive results," said Safa Abdullah Obaid of the Southern Women for Peace Group in Yemen which contributed to the recommendations.



At the launch of *Women Speak: the lived nexus between climate, gender, and security* at the United Nations in New York in March 2022. Sixty-eight women's organizations contributed their insights and experiences to this set of policy recommendations on how to achieve inclusive - and sustainable - peace and security. Photo: DCAF

In addition, to tackle the unique issues facing rural and indigenous women in Colombia, we also brought together women and officers from the Colombian National Police to articulate and understand impact of the climate crisis on women's security conditions in Putumayo, a region in the south west of the country. The result was a study designed to help identify risks and mitigation strategies, *Indigenous and rural women's voices: recommendations to address climate security risks*.



# CHANGEMAKERS

IN POLICY AND PRACTICE

Monia Kari is a Tunisian women's rights activist, a professor at the Faculty of Legal, Political and Social Sciences of Tunis, and the former director of the National Observatory for the Fight against Violence against Women.

She participated in the drafting of the law on the elimination of violence against women, adopted in 2017 by the Tunisian Parliament. She has worked on many studies including the first scientific study on the "Determinants of Domestic Violence in Tunisia" published in 2022.

Her expertise includes evaluating the response of the security sector to violence against women, and advocating for gender equality in justice and security reforms.

Developing a synergy between all actors of the support system is essential for the victims of violence to obtain justice. An efficient and coordinated support system, including guidance and referral, allows for an adequate response to their needs and interests.

## Monia Kari

Former Director General  
National Observatory for the Fight  
against Violence against Women  
Tunisia







## SUPPORTING PATHWAYS TO PEACE

The drivers and consequences of fragility are complex and interconnected, but there is clear correlation between improving the quality of – and access to – security and a reduced risk of conflict and instability. DCAF is active in many fragile and conflict-affected states, working with a broad range of security sector stakeholders to identify the unique dynamics of conflict, build mutual trust, and help prepare the ground for more capable and accountable security institutions when the time comes for peace.

### PODCAST

Preventing violent conflict:  
the role of security sector governance and reform



DCAF contributed immensely to building capacities of the police officers resulting in officers being aware of their roles and responsibilities and better conduct with no queries from the public and other stakeholders which has been helpful in the conduct of a peaceful election.

**Deputy Superintendent**  
Gambia Police Force

## HIGHLIGHTS

Members of the Gambia Police Force (GPF) received DCAF training to better fulfill their key role in crisis management and maintaining the peace during the last election in **The Gambia**. According to the GPF, this resulted in an increase in proactive crime and violence prevention activities that contributed to a more successful electoral process. The improved performance of the police was highlighted by the Commonwealth Election Observer Group: “The Group observed good co-operation between the assigned police officers and polling officials throughout the voting process. The police presence was not obtrusive and provided adequate security, maintaining law and order at all the polling stations observed.”

With our support the Libyan NGO Close Horizons for Training and Rehabilitation established the Yefren Community Safety Council. The first of its kind in **Libya**, the Safety Council provides a unique platform where local officials, security forces, and civil society leaders can discuss security concerns and work together to find ways to improve the safety of civilians in the conflict-affected country.

The **Principles for Peace** is a global participatory initiative to develop a new set of principles, standards, and norms that will fundamentally reshape how peace processes are structured, sequenced and actualized. DCAF provided input from evidence-based research and operational expertise that contributed to the formal recognition of accountable security as one of the core principles necessary to build the foundation for lasting peace.

After the expiration of the UN-brokered truce in **Yemen**, DCAF facilitated a series of dialogues with key local stakeholders from across the security spectrum, including tribal leaders. They reflected on lessons learnt from the roles played historically by tribes in de-confliction strategies and identified existing local mechanisms that could effectively support the creation of accountable and sustainable security for civilians.

DCAF supported the Gambia Police Force with critical incident response training and crisis management so its officers could more effectively handle any security issues and or violence during the national elections. Photo: DCAF





## UKRAINE: TAILORING SUPPORT FOR A COUNTRY AT WAR

Since the start of the Russian invasion of Ukraine in early 2022, we have reoriented our longstanding support to the country to be on call to meet the emerging needs of our partners there, including the Parliament, the Ministries of Defence and the Interior, the state emergency services, the national police, the Prosecutor General's office, and civil society organizations.

For the General Prosecutor's office we advised on strategic communications regarding war crime investigations, helped to draft laws on oversight of the intelligence community to bring them in line with EU and NATO standards, and provided expertise to a policy debate on the (re)establishment of the military justice system. We also organized a conference with key civil society partners working on SSG/R to discuss the challenges and opportunities for their work amid the ongoing conflict. And we worked with the Ministry of Internal Affairs and other security and defence institutions to develop training on how to respond to and manage conflict-related sexual violence.

Private military and security companies (PMSCs) have featured greatly in the war against Ukraine with many documented allegations of human rights violations. Ukrainian lawmakers received technical support from DCAF to adapt their existing approach to be more effective in holding PMSCs accountable in armed conflict, and we supported the Ministry of Defence with specialized training in the application of International Humanitarian Law, which defines the responsibilities of states and non-state armed groups during conflict.

DCAF's office in Kyiv has temporarily closed but we stand ready to increase our long-term support to help address the challenges of post-conflict reconstruction that are already emerging, including the reintegration of former combatants, the effective management of arms and ammunition, and the fight against corruption and impunity. In parallel with our ongoing support to Ukraine, in 2022 we helped build the capacity of national authorities and civil society organizations in neighbouring Armenia, Georgia, and Moldova to bolster the democratic governance of their security sectors.



We welcomed parliamentarians from Ukraine's Verkhovna Rada to Geneva to discuss ways to ensure respect for International Humanitarian Law amidst the ongoing war against the country, and how to use human rights law as a means to combat impunity and promote accountability for violations of human rights. Photo: DCAF



## CHANGEMAKERS IN POLICY AND PRACTICE

Muna Luqman is a peace activist and advocate who has been working tirelessly for many years to improve human rights, livelihoods, and security for Yemeni people.

She is the founder and chairperson of Food4Humanity and co-founder of the Women's Solidarity Network, the largest network of women in Yemen and Member of WASL Women's Alliance for Security Leadership. She also serves as a key expert and adviser for DCAF's work in Yemen, leading on gender, inclusivity, and coordination with local civil society and community groups.

In 2022, she was one of six finalists for the global 2022 Women Building Peace Award. This prize highlights remarkable woman peacebuilders who have made a major contribution to preventing conflict, combatting violence, and building peace.

Working with men with guns on the battlefield is the old school way of doing things.

### Muna Luqman

Founder of Food4Humanity  
Co-founder of the Women's Solidarity Network  
Yemen





## REINFORCING THE CAPACITY OF PARTNER COUNTRIES

In today's globalized security environment, nations have a keen interest in supporting other countries' efforts to prevent internal conflict and maintain regional peace and stability. DCAF provides these international partner countries with expert analysis, advice, and training to enable them to play a more effective supporting role in nationally-led and locally-owned security sector reform processes.

### HIGHLIGHTS

This year **Switzerland** was elected to be a non-permanent member of the United Nations Security Council for 2023-2024. The Swiss government's four thematic priorities for its two-year term are peacebuilding, protection of civilians in armed conflicts, climate security, and strengthening the efficiency of the Council. A large number of UN mandates that include a SSG/R component will be subject to debate and renewal during Switzerland's time on the Council. DCAF has been engaged to help prepare and support the Swiss government with on-demand expert analysis on the SSG/R elements in UN mandates and their contributions to peace and security.

Through the EU SSG Facility, we supported the Office of the National Security Advisor in **Jamaica** to develop and implement a citizen security strategy. Several missions and intensive work with a broad range of Jamaican stakeholders resulted in the strategy and a monitoring and evaluation framework to go with it. Jamaica received support for the strategy from the European Union and has already taken the first step to implementation, the creation of a secretariat.

### PODCAST

Donors Talk SSR



**W**e supported **Senegal, Zambia, Uruguay, and Norway** to complete internal Measuring Opportunities for Women in Peace Operations (MOWIP) assessment processes which identified barriers that prevent more women from those countries serving as UN peacekeepers. The countries received recommendations on how they could change national policies and practices to create more equal opportunities for men and women. Lessons from our national MOWIP assessments were compiled in the Global MOWIP report *Fit-for-the-future peace operations: Advancing gender equality to achieve long-term and sustainable peace* that was launched at UN headquarters in New York in June.

DCAF provides a unique forum for informal exchanges between key donor countries on topics related to SSG/R and, in this way, contributes to the mapping of donor activities. Its role in various training seminars with the German ministries of Defense and Interior, and the Federal Foreign Office has also fostered a joint understanding of SSG/R among different departments in our government.

#### **German Representative**

International Partner's Group  
of the International Security Sector Advisory Team

DCAF's *Global Measuring Opportunities for Women in Peace Operations* (MOWIP) report was launched at the UN in New York in an event attended by Cristina Finch (left) and Leilah Gordon-Bates (right) of our Gender & Security Division. The MOWIP is an innovative tool to identify barriers to women's participation as peacekeepers from the perspectives of the troop- and police-contributing countries. Photo: DCAF





## FOCUS

## A TAILORMADE TOOLBOX FOR DONORS AND PARTNERS

Reforming a security sector touches on all political and technical aspects of security including accountability and public confidence, law and policy making, leadership development, and institutional restructuring. All of this involves multiple state and non-state actors such as civil society, armed groups, international non-governmental organizations, and even the private sector. It is a complex field and improving the technical SSG/R knowledge, coherence, and coordination among donors and international partners is essential for sustainable solutions to security concerns.

Through DCAF's International Security Sector Advisory Team, we provide tailor made support to 16 donor states and seven multilateral and regional organizations that are members of our International Partner's Group. They are all actively supporting national SSG/R processes in various parts of the world and rely on our tailor-made toolbox of advisory services, research, assessments, and evaluations to assist them.

We also facilitate coordination among and between Partner Group members and national stakeholders, especially in fragile contexts where dynamics can be unpredictable and complex, and a harmonized approach will have a better chance for success over the long term.

For example, to help improve donor coordination in Afghanistan, we gathered the lessons learned by international actors who are supporting security sector reform and governance activities in the country, and put them in context with similar processes elsewhere. The results were presented and discussed by nearly 100 experts and donor representatives at a special event. According to one participant from the UK: "One reflection at our end was that continually sharing and finding better ways to communicate hard-learned lessons may in some way be more valuable than looking for new ones. The session already prompted us to reflect on a number of issues relevant to the policy and practice work we are taking forward."



Representatives of armed forces, governments, and civil society from five continents came together for a one-week course in security and justice governance and reform at the UN Training School Ireland. They reviewed case studies and did hands-on exercises and simulations to learn how to implement a people-centred approach to SSG/R. Photo: DCAF

# Flexible funding mechanisms

In a constantly changing world marked by security challenges and conflicts that endanger peace and security, states and international actors often need to move swiftly to support on-the-ground security sector reform processes. DCAF manages several funds that grew from specific donor needs, are informed by geographic and thematic priorities, and provide rapid, agile assistance in the most efficient and cost-effective way possible.

## Trust Fund for North Africa (TFNA)

Established in 2012, the TFNA offers security sector reform and governance assistance to help prevent and address risks of instability, fragility, and violence in the North Africa region. As a pooled funding instrument, it provides flexible, rapid, long-term assistance to local governments, parliaments, security institutions, civil society, and communities in Egypt, Libya, Morocco, and Tunisia. Members of the TFNA include France, Germany, Luxembourg, the Netherlands, Belgium, and Switzerland.

## North Macedonia Pooled Fund for Intelligence and Security Sector Reform

The Fund was established to coordinate donors' contributions and provide substantive input to the country's strategic objective of European Union membership, aligning legal frameworks and institutional capacities with Euro-Atlantic principles, good practices, and respect for human rights. The Fund supports several change initiatives and priorities of the North Macedonian authorities to help strengthen internal and external accountability and oversight of the intelligence and security sectors, including building the capacity of key actors to address security challenges, fostering dialogue with civil society and the media on security policy issues, and promoting gender equality. Donors to the fund in 2022 are Switzerland, Sweden, the Netherlands, and the European Union.

## Security and Human Rights Implementation Mechanism (SHRIM)

The SHRIM is a multi-donor fund supporting responsible business conduct and the protection of human rights, especially in fragile and conflict-affected contexts such as Colombia, Peru, the Democratic Republic of the Congo, Mozambique, and Nigeria. The SHRIM is committed to improving security on the ground by supporting locally-led and cost effective multistakeholder projects that include the private sector, civil society and government officials. Donors to the SHRIM in 2022 are the United Kingdom, Switzerland, the Netherlands, and the Thomson Reuters Foundation.

## Fund for DCAF's International Security Sector Advisory Team (ISSAT)

ISSAT provides tailored, strategic and operational support to international and multilateral actors who are members of our International Partner's Group. We help reinforce their individual and collective efforts to improve national security and justice reform processes. Members in 2022 are Austria, Belgium, Canada, Denmark, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, the United Kingdom, and the USA, as well as the African Union, the European Union, OECD, OSCE, Organisation Internationale de la Francophonie, the United Nations, and the World Bank.

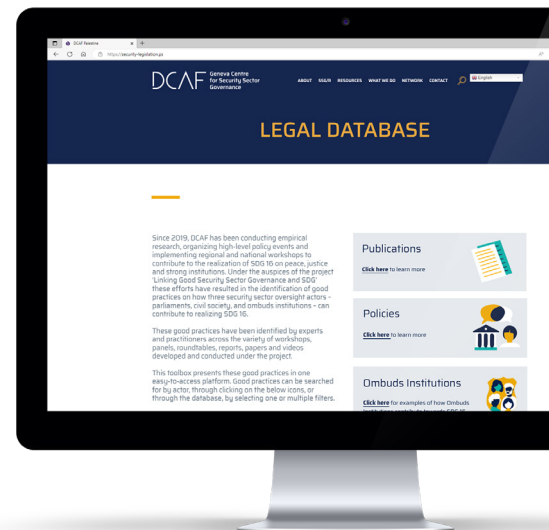


## ENCOURAGING INCLUSIVE PUBLIC DEBATE ABOUT SECURITY

When security institutions are responsive to the needs and concerns of all stakeholders, especially women, youth, and other vulnerable populations, there is a better chance of achieving sustainable peace and development. DCAF helps make space for diverse voices and builds the knowledge and capacity of the media and civil society groups to take an active role in the public discourse on security policy and civilian oversight of security forces.

### DATABASES

Laws and decrees governing the security sectors in the Occupied Palestinian Territory and Tunisia



The coordination process with the Foundation for Press Freedom and the National Police has been fundamental to improving the relationship with the media. The work with the focus groups has led us to understand that journalists play a fundamental role in communicating everything that the National Police does in the territory.

**Major Edwin Jairo Arévalo Parra**  
Deputy of the Strategic Communications Office  
Colombian National Police



## HIGHLIGHTS

**B**uilding on a DCAF methodology previously used by the **Colombian** National Police (CNP) to conduct roundtable dialogues with civil society groups about the use of police force, in 2022 the CNP created its first gender-specific coordination mechanism to enhance civil society oversight and police accountability related to gender equality. The results of these discussions have served to inform the country's Police Transformation Plan.

**W**ith our partner, the Prometheus Institute for Democracy and Human Rights, we produced a research study surveying 1300 people aged between 18 and 34 (of which 47% were women) from nine regions in **Morocco**. The study identified their perceived security needs, vulnerabilities, and priorities. It received wide coverage by national media and sparked a renewed debate on how to address the security needs of Moroccan youth.

I have been working for several years as a journalist on security related topics and have reported on police reforms, more in particular on neighbourhood police initiatives, but after DCAF's training I now truly understand SSG/R and its importance.

**Zahra Fadhli**

Journalist, El Wataniya TV  
Tunisia

**T**he dialogue on penitentiary and prison reform was relaunched in **Morocco** thanks to an assessment study, *The Situation of Prisons in Morocco - 2016-2020*, by DCAF and the Centre for Studies in Human Rights and Democracy. The Moroccan prisons administration endorsed the report and presented its recommendations to key government ministries, security and justice institutions and the national Parliament. It is now leading a dialogue on potential reforms to the criminal code and criminal procedure code.

**W**ith our support, the **Tunisian** Ministry of the Interior and the National Syndicate of Tunisian Journalists forged an agreement outlining improvements to information-sharing, and the establishment of a Moral Chart defining the rights and obligations of security forces and journalists. The agreement sets the stage for more accurate reporting on security-related issues through better and more frequent information sharing between the Tunisian government and the media.

Following DCAF-supported crisis communications trainings, **Moroccan** security and justice institutions shared more information with the public on crisis-related issues. For instance, the National Police posted more about police operations on social and mainstream media, and the prisons administration increasingly used its social media accounts to update on COVID-19 measures in detention centres.

Public discussion about accountability, transparency, and corruption inside security institutions in **Burkina Faso** was fostered by a series of DCAF-supported radio debates and a conference for youth and civil society on good security governance.

## KEY MOMENT

### GROUND-BREAKING GUIDELINES FOR ENGAGEMENT BETWEEN THE MEDIA AND POLICE IN COLOMBIA

Fair, accurate, and well-informed media coverage delivered by a free media are necessary to ensure effective civilian oversight of the security sector. As part of our support for police reform in Colombia, we brought together the Colombian National Police and the Foundation for Press Freedom (FLIP) to help build mutual trust and a clear understanding about each other's roles, rights, and responsibilities. The result was the first-ever national guidelines for mutual understanding between police and the media, with recommendations for action on both sides and a Coordination and Verification Mechanism to help guide their implementation. "DCAF's initiative in Colombia demonstrates that the constructive dialogue between journalists and the police is possible," according to Peter Ptassek, former German Ambassador to Colombia.

The guidelines caught the attention of the United Nations Educational, Scientific and Cultural Organization (UNESCO), which was working on a regional protocol for the police and media. UNESCO invited FLIP and the Colombian National Police to share their experience and present the Guidelines as an example of best practice at a gathering of police academies from 10 countries across Latin America and the Caribbean.



At the launch of the first-ever national guidelines for mutual understanding between the media and the Colombian National Police in July 2022. Photo: DCAF

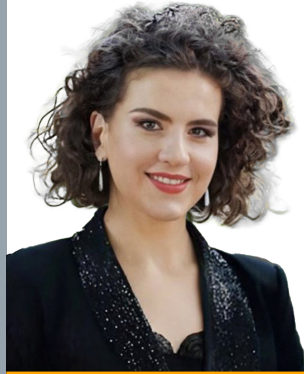
# CHANGEMAKERS

## IN POLICY AND PRACTICE

Mejreme Asllani, Doris Pasha, and Oliver Risteski are three of DCAF's outstanding Young Faces for 2022. Young Faces is our annual programme that supports young scholars and professionals from across Central and Eastern Europe to develop into future leaders in cybersecurity.

Every year, specially selected candidates are brought together for a series of educational seminars and meetings with cybersecurity experts, researchers, and policy makers. They are exposed to real-world examples and get a chance to put theory into practice in the course of their own research projects.

This year, Mejreme, Doris, and Oliver received special recognition for their projects on, respectively, *Cyber attacks and critical infrastructure*; *E-governance and the importance of personal data protection*; and *Intrusions of state digital infrastructure: digital human rights impact analysis*.



I highly appreciate this opportunity and the knowledge I have acquired. Working with such remarkable and inspiring professionals has provided me with the opportunity to further develop on a personal, intellectual, and professional level.

**Mejreme Asllani**



One of the best programmes I have ever participated in. The mixture of the theoretical and practical knowledge, the online sessions and the study visit, the organization of the activities and the network created - all was great.

**Doris Pasha**



I would like to express my sincere gratitude for the Young Faces programme. Presenting during EuroDIG was where I found out about the fellowship at the Internet Corporation for Assigned Names and Numbers and I'm happy to inform you that I've been selected.

**Oliver Risteski**





## REINFORCING THE ROLE OF OVERSIGHT BODIES

National human rights institutions, national ombuds institutions for the armed forces, and other independent oversight bodies play a crucial role in preventing and responding to mismanagement and human rights abuses by – and within – the armed forces. DCAF helps increase their effectiveness through research, capacity building, and by convening the annual International Conference of Ombuds Institutions for The Armed Forces (ICOAF). The Conference serves as a peer-sharing platform and has, since its founding in 2009, resulted in many good governance initiatives and the establishment of new military ombuds institutions around the world.

I am grateful that ICOAF put the delicate issue of suicide among armed forces personnel on the agenda. It is essential that this will be addressed and would require follow up at the national level.

**Participant** at 14 ICOAF

### HIGHLIGHTS

**T**hrough a partnership with **Niger's** High Authority for the Fight against Corruption and Related Offences and the Public Procurement Regulatory Agency, we supported improved accountability of the security sector through a series of workshops and trainings that brought the question of transparency in financial resource management to the forefront as a political issue. The result is strengthened cooperation and collaboration between Niger's internal and external oversight institutions.

**N**orway has revised its law governing the Parliamentary Ombudsman's Committee for the Armed Forces which promotes and protects the rights of armed forces personnel. For the first time the Committee is explicitly required to participate in international cooperation with other ombuds institutions and report back to Parliament on its progress. This illustrates a new level of democratic oversight of the armed forces in Norway.

With DCAF's support, the **Lebanese** Internal Security Forces (ISF) developed new standard operating procedures for internal oversight that were officially adopted in 2022. Among other things, the new procedures will improve the frequency and quality of inspections of places of deprivation of liberty, implement a new code of conduct governing the work of the internal monitoring body, and introduce a standardized approach to handling complaints and allegations of torture or degrading treatment by the ISF.

With our support, the **Ethiopian** Human Rights Commission convened its first national inquiry into deprivation of liberty, a robust investigative and consultative process that will provide a detailed assessment of the accountability issues experienced by those in conflict with the law. The process, which includes public hearings, is also raising an important policy debate on standards and human rights issues related to detention.

DCAF supported the Mediator of **Burkina Faso** to conduct community outreach meetings including a public hearing in the Centre-North region on complaints mechanisms to address allegations of abuse by the armed forces. Though a very sensitive topic for public debate, these events helped demonstrate to the population that there are procedures through which security forces can be held accountable.

Through awareness raising about mapping of complaint mechanisms and a series of forums for state and non-state actors, DCAF enhanced the outreach of the Mediator of **Niger**, the country's ombuds institution, contributing to a year-on-year increase in the number of complaints received and addressed by the national oversight body.



## REPORT

Ombuds institutions, SDG 16, and security sector governance: towards peaceful, just, and inclusive societies in Sub-Saharan Africa

### BUILDING A GLOBAL NETWORK OF OMBUDS INSTITUTIONS

The first International Conference of Ombuds Institutions for the Armed Forces (ICOAF) in 2009 brought together 50 participants from 22 institutions to discuss how to address the challenges of protecting the rights of armed forces personnel. Since then, the annual event has grown into the premier global platform for peer sharing among ombuds institutions.

The 2022 conference in Oslo featured more than 100 representatives from about 55 institutions. Cooperation fostered among the conference's delegates has yielded numerous transnational initiatives over the years, including an international resolution on the role of ombuds institutions in peacekeeping operations. It has also sparked joint inspection visits to military deployments abroad, such as the one in 2022 in which the Netherlands and Norway conducted a joint inspection of troops participating in NATO exercises.

In 2022, the ICOAF programme focused on the rights and duties of armed forces personnel during times of peace and war, as well as on gender equality and the right to health within the armed forces. Delegates greatly valued and appreciated the opportunity to share and learn from the policies, legal frameworks, and practices of their peers. As one participant said: "The capacities of our institution are gradually improving thanks to what we learn from others at the ICOAF each year."



A hundred representatives of ombuds institutions from around the world met in Norway in October for the 14<sup>th</sup> annual International Conference of Ombuds Institutions for the Armed Forces. Photo: DCAF





## FACILITATING COOPERATION AND KNOWLEDGE SHARING

Facilitating knowledge sharing and cooperation across borders is an indirect yet equally important avenue for achieving successful reforms and good governance. Though reforms must be nationally-led and every country is unique in its challenges, there is much to learn from the experience of others. DCAF plays a convening role to bring together security and justice practitioners and policy makers to exchange information, share good practice, and identify opportunities for collaboration. Fostering learning environments and formal and informal networks of people with similar concerns and responsibilities has been proven to drive innovative responses to current and emerging security challenges.

### REPORT

Building confidence through SSR:  
lessons learned from Yemen



What is also important are these kind of regional events on capacity building in cybersecurity, because at these events we can exchange experiences, and we have heard various interesting examples from Albania and other countries in the region.

**University Professor from Serbia**  
at the Regional Conference on Cybersecurity Capacity Building

## HIGHLIGHTS

**D**CAF acts as the Secretariat of the **Police Cooperation Convention for Southeast Europe**, a multilateral treaty ratified by six EU and six non-EU Member States for better cross-border cooperation on organized crime and issues such as threat analysis, surveillance, and cross-border search operations. In 2022 the Secretariat supported the deployment of 14 investigators to work side-by-side with counterparts in neighbouring countries on investigations including drug smuggling and an organized poly-criminal group. Also, this year a protocol amending the Agreement on automated exchange of DNA, fingerprints, and vehicle registration data was signed that will legally allow the EU signatories to exchange this data with the non-EU signatories. This long-awaited change will significantly improve the effectiveness of police cooperation in the region.

**W**e brought together our partners the **Colombian National Police** and the **Honduran National Police** with other police forces in the region to share their experiences and lessons learned conducting DCAF-supported gender self-assessments and creating gender action plans. We also supported a conference on Community Policing in Honduras with the participation of speakers from Chile, Brazil, and Colombia. And we brought lessons learned from the creation of a new use-of-force framework for the Colombian National Police to our partners at the Ministry of Interior's Supreme School of Internal Security Forces in Tunisia to inform the review of their legal framework related to use of force.

An officer from the Colombian National Police reviews new DCAF-developed training materials for the police on human rights, gender and diversity.  
Photo: DCAF

**C**yber and information security are ever-growing priorities for states and the private sector, and we provide technical expertise to improve cybersecurity governance and help them to prevent and respond to attacks. In 2022 we brought together stakeholders from countries across the **Western Balkans** for a conference on cybersecurity capacity building. As a result of our long-standing support, several national Computer Emergency Response Teams (CERTs) became engaged with FIRST, a global network of CERTs. They also initiated bilateral exchanges and knowledge sharing with neighboring CERTs. For instance, CERTs from Bosnia and Herzegovina and Montenegro visited Serbia to learn about that country's cyberattack simulation training platform.



## KEY MOMENT

### CREATING CROSS BORDER CONNECTIONS TO SUPPORT REFORM IN THE ASIA-PACIFIC REGION

In September members of the Asia-Pacific Security Sector Governance Network travelled from across the region to Bali, Indonesia for the first in-person forum since the outbreak of COVID-19. Two dozen representatives from DCAF's partner institutions took part in a series of discussions on topics such as maritime security sector governance and reform, shrinking democratic spaces and SSG/R, and the European Union's role in the region.



The Asia-Pacific SSG Network held its annual forum in Bali, Indonesia in 2022. The event brought together academics, civil society organizations, and security sector actors and stakeholders from 22 countries across the region. Photo: DCAF

With partners from 22 countries in Asia-Pacific, the Network aims to improve national SSG/R processes by bringing together academics, civil society organizations, and other security sector actors to foster learning, knowledge sharing, and cooperation. We provide expertise and support for national working groups and help build the capacity of Network members to advise and influence national reform processes in their own countries. Fundasaun Mahein, a civil society organization in Timor-Leste, credits our support with a new level of influence in SSG/R-related

policy discussions. In 2022 it was invited to present to the United Nations Peacebuilding Commission and met with the country's Chief of the Defence Force, representatives from the Ministry of the Interior, and the Office of the President.

The Network is one of very few security-oriented spaces where both sides of the Taiwan Strait - the Republic of China/Taiwan and the People's Republic of China - are represented and engage with one another. At this year's event participants from both sides of the Strait pointed out the value of the interaction and the importance of inputs from the international level to enrich their thinking on the security sector.

In addition to the national working group meetings and regional forums, members regularly cooperate independently through bilateral exchanges. "We have enjoyed the benefits from participating in the national working group meetings by inviting people, scholars and experts from a variety of places and institutions," said Li-Chiang Yuan of the National Chengchi University in Taipei. "For example, police and coast guard officers, civil servants, academics, and also religious officials join so that people start to discuss what good governance of the security sector means. This was rarely discussed in the past. For them, it is also a new concept."





## PROMOTING RESPONSIBLE BUSINESS CONDUCT

The last decade has seen an increasing pressure on governments and the private sector to ensure that public and private security providers respect human rights, especially in fragile and conflict-affected contexts. DCAF works with multistakeholder initiatives, governments, civil society, and the private sector to implement the international norms and good practices enshrined in the Montreux Document, the International Code of Conduct for Private Security Providers, and the Voluntary Principles on Security and Human Rights.

### HIGHLIGHTS

With DCAF's support, the **Nigerian** Voluntary Principles Working Group brought members from two local communities, Owaza and Ibeno, to share their experiences and security and human rights needs directly with representatives of four major oil companies. Afterward the companies acknowledged the usefulness of the Working Group and, in a big step forward, indicated that they are more open to direct engagement with communities.

Alongside the publication of our updated **Security and Human Rights Toolkit**, four companies in the extractives and retail sectors operating in conflict situations and complex environments requested direct support from DCAF to help them address challenges they were facing in managing their security. So far, two companies applied good practices from DCAF tools to improve their employees' approach to conflict prevention.

### EXECUTIVE SUMMARY

A new wave? Addressing the contemporary use of private military and security companies in armed conflict and complex environments



As a result of inputs from DCAF and the ICRC, in 2021 a new indicator was added to the **Responsible Mining Index Framework**, ensuring a sharper focus on the management of security forces in conflict-affected areas and drawing a clearer distinction between public and private security forces. It informed the 2022 Responsible Mining Index Report, an assessment of the economic, environmental, social and governance policies and practices of large-scale mining companies. Thanks to the new indicator, the report was able to identify significant gaps in the way companies implement international standards in their conflict risk mitigation, management systems, and training of personnel.

DCAF's inputs were included in the **Global Reporting Initiative's** oil and gas sector standard, which recognizes the role of public and private security and their impact on conflict dynamics and human rights.

After nearly two years of work, the **Democratic Republic of the Congo** (DRC) submitted its application to become a member of the Voluntary Principles Initiative. The Initiative promotes a set of guiding principles for companies to provide security for their operations while respecting human rights. DCAF's technical assistance throughout the process ensured the application reflects the security concerns and priorities expressed by Congolese communities and civil society groups. The DRC government's commitments to the UN Human Rights Council in 2022 reflected its commitment to the standards set in the Voluntary Principles Initiative.

The Security and Human Rights Toolkit is always open on my desk and provides a constant source of reference and inspiration for new policies and approaches.

**Senior Security and Human Rights Officer**  
of a major oil company

DCAF and our local partners in the Voluntary Principles Initiative in the Katanga region of the Democratic Republic of Congo conducted training sessions on human rights and responsible business practices for one of the largest copper-cobalt producers in the country. Photo: DCAF





We supported government officials, civil society organizations, media, and private security companies in **Kenya** to work together to develop good private security practices in the context of hotly contested elections. These practices were subsequently disseminated to industry associations representing over 2 000 private security companies as well as 12 major political parties which publicly pledged to follow them. The process will now be replicated for other countries undergoing electoral processes, such as Nigeria in 2023.

At the request of one of the largest copper and cobalt producers in the **Democratic Republic of the Congo** we provided training on security and human rights for 60 staff across several departments. As a result of the training, the company initiated a reflection process on its policies and practices for addressing security and human rights challenges in the communities adjacent to its mining sites.

## KEY MOMENT

### PUTTING HUMAN RIGHTS AT THE CENTER OF SECURITY IN MINING COMMUNITIES

In September we facilitated a workshop on the Voluntary Principles for Security and Human Rights with local officials and companies operating in Kolwezi, the mining capital of the Democratic Republic of the Congo (DRC). The workshop was convened by the Ministry of Human Rights and the Mining Chamber of Commerce and had close to 100 attendees. This event was unprecedented: for the first time the national Human Rights Minister, Albert Fabrice Puela, traveled to the heart of the industrial copper and cobalt mining region to meet with the private sector. They discussed the challenges and expectations they faced to ensure responsible security practices and the protection of human rights of the miners and their communities. In a significant shift, both the government and the companies acknowledged the benefits of engaging with each other to improve security and human rights in the mining sector in the DRC.



Among his many efforts to strengthen the protection of human rights in the DRC, National Minister of Human Rights Albert Fabrice Puela (center) travelled to the heart of the country's mining region to meet with mining companies about their responsibilities to protect the human rights of miners and local communities. Photo: DCAF



# International norms and good practices

Following the introduction of conflict-sensitive approaches in their work and the passing of mandatory human rights due diligence laws, companies face a lack of know-how and practical guidance to meet their responsibilities. To assist them, DCAF supports several international multistakeholder initiatives designed to establish, maintain, and disseminate global norms and good practices. They provide the framework for companies to implement responsible business practices that protect human rights and help create stability and security in the communities in which they operate.

## Montreux Document Forum

[www.montreuxdocument.org](http://www.montreuxdocument.org)

The Montreux Document provides a blueprint for governments to effectively regulate private military and security companies (PMSCs) in terms of respect for human rights and international humanitarian law. It highlights the responsibilities of states that hire PMSCs, states on whose territory PMSCs operate, and the states in which PMSCs are headquartered. DCAF acts as the Secretariat of the Montreux Document Forum which facilitates implementation of the Montreux Document by sharing lessons learned, good practices, and challenges related to the regulation of PMSCs.

## International Code of Conduct Association

[www.icoca.ch](http://www.icoca.ch)

The ICoCA is a multistakeholder initiative whose members include governments, private security companies, and civil society groups. Formed in 2013, it serves as the governance and oversight mechanism of the International Code of Conduct for Private Security Service Providers. The Code defines the responsibilities of private security companies under human rights and international humanitarian law to ensure the responsible provision of private security services, particularly when operating in complex environments.

Training of private security company staff on security and human rights in the Democratic Republic of the Congo. Photo: DCAF

## Voluntary Principles Initiative

[www.voluntaryprinciples.org](http://www.voluntaryprinciples.org)

The Voluntary Principles on Security and Human Rights help companies understand the complex environments in which they operate, identify security-related human rights risks, and take meaningful steps to prevent them. The Voluntary Principles Initiative (VPI) is a global multistakeholder member platform dedicated to sharing best practices and supporting the implementation of the Voluntary Principles. DCAF has been actively engaged within the VPI for over a decade, developing practical tools and supporting on the ground implementation in complex environments.

Our total adhesion to the process of Voluntary Principles meets our citizens' will to respect the norms and principles that protect human rights.

**Bernadette Mpundu**

Chamber of Mines  
Democratic Republic of the Congo





## ENHANCING MULTILATERAL SUPPORT FOR SSG/R

SSG/R is a national process, but many countries draw on multilateral organizations such as the United Nations, the European Union, and the African Union for technical knowledge and financial support. DCAF provides these organizations with policy and research expertise, programme advice, and training to help develop their own expertise in SSG/R and be more effective partners in the reform process.

We also work toward the success of global multilateral initiatives that support peace and security, such as the New Agenda for Peace, the UN Secretary-General's call for enhanced collective security responses, and the Women, Peace and Security Agenda which promotes women's equal and meaningful participation in peace processes, peacebuilding and security. Sustainable development cannot be realized without peace and security; and peace and security will be at risk without sustainable development. Thus good security governance is a decisive contributor to the success of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals, which are both a blueprint and a call to action for peace and prosperity for people and the planet.

### HIGHLIGHTS

The **United Nations'** Secretary General published his report, *Strengthening Security Sector Reform* in 2022, highlighting lessons learned and setting out his vision on the steps needed to adapt the UN's support for SSG/R to the current demands, challenges, and opportunities. Building on our many years supporting the UN in its work on SSG/R, we contributed technical advice to this report and inputs to an Independent Review of reforms implemented in the context of UN peacekeeping operations. In the final report, DCAF stands alone as being the only non-UN entity whose resources are directly referenced.

Following a joint effort by DCAF, Switzerland, Canada, Costa Rica, and the International Committee of the Red Cross, the Montreux Document was explicitly recognized in a resolution of the General Assembly of the **Organization of American States**. The resolution on Hemispheric Security affirmed continued efforts to raise awareness of the Montreux Document and seek member states' support for it. This is an important step in terms of recognition of the international legal obligations of States regarding the activities of private military and security companies.

Following a training assessment, the **European Union's** External Action Service adopted several of our recommendations in its updated guidelines for training staff who are deployed on the EU's civilian crisis management missions around the world. They include giving all staff basic awareness training on the core concepts of security sector reform, creating a special SSG/R training programme specifically for senior mission staff, and introducing a mobile training capability.

Your participation and partnership are instrumental in advancing our new United Nations vision on SSR and governance outlined in the third report of the Secretary-General on SSR.

**Daniël Prins**  
Chief, SSR Unit  
Office of Rule of Law and Security Institutions  
United Nations Department of Peace Operations

With our expert guidance, this year the **Organization for Security and Co-operation in Europe (OSCE)** updated its internal Guidelines on SSG/R, which are designed to ensure a practical and consistent approach to reform initiatives across the organization. We have a long-standing relationship with the OSCE, having played a pivotal role in the creation of the original Guidelines and the establishment and development of an internal network of focal points to support their implementation.

Building on our long-standing collaboration with the **African Union (AU)** to build the capacity of its Member States to plan and implement SSG/R policies, we conducted a training workshop for senior officials with key positions in national reform processes. We also facilitated the design of the AU's 3<sup>rd</sup> Africa Forum on Security Sector Reform, including a knowledge-sharing session with a special focus on the role of defense and security forces in the prevention of violent extremism in West Africa.

## SSR BACKGROUNDER

Sustainable Development Goal 16





### LINKING POLICY AND PRACTICE ON THE INTERNATIONAL STAGE

International policy frameworks provide an excellent opportunity to link security sector reform to larger efforts to make more accountable and effective institutions. Sparking connections and sharing information at the international level is a priority for DCAF because when SSG/R is on the international agenda, it gives visibility and credibility to reform process at the national level. We provide empirically-grounded research to help inject a robust understanding of the complex dynamics of SSG/R into international policy frameworks and advance SSG/R as a key tool to achieve peace and sustainable development.

In 2022 we focused on the UN's Sustaining Peace Agenda and how SSG/R can make a powerful contribution to the success of the Sustainable Development Goals, specifically Goal 16: peace, justice, and strong institutions. We also continued to support the UN and the World Bank to develop their first joint guidance note on the connection between SSG/R and the prevention of violent conflict.

With more than 20 years of research and operational experience putting theory into practice in national reform processes around the world, we also contributed lessons learned, norms, and standards to many international fora. In 2022 that included the Belgrade Security Conference, the Berlin Climate Security Conference, the Dakar International Forum on Peace and Security in Africa, the World Bank's Fragility Forum, the World Justice Forum, the UN's High-Level Political Forum on Sustainable Development, and the African Union Forum on SSR.

DCAF is headquartered in Geneva, a global hub for international cooperation, and we have many longstanding relationships with neighbouring organizations. We are one of five founding members of the Geneva Peacebuilding Platform (GPP) which facilitates connections between institutions to advance peacebuilding initiatives. We contributed to the GPP's flagship White Paper on Environmental Peacebuilding that was launched in 2022. We are also a partner in the annual Geneva Peace Week which brings together citizens and experts to empower collective efforts toward peace.

Since 2012 we have worked with the International Committee of the Red Cross to promote responsible business practices and human rights. In 2022 that included bringing our partners from the Democratic Republic of Congo to the UN Forum on Business and Human Rights to discuss human rights in the extractives industry in Africa. DCAF also provided support to the UN intergovernmental working group on private military and security companies, and we continued our long-standing cooperation with the UN Working Group on Mercenaries.



The 2022 edition of DCAF Days in Brussels welcomed senior officials from many European Union institutions and agencies for a series of plenary sessions on strategic developments and trends. The annual event is designed to provide support to the EU for its SSG/R initiatives at the national, regional, and global levels. Photo: François-Xavier Rombouts

# CHANGEMAKERS

## IN POLICY AND PRACTICE

Ambassador Michal Mlynár has been an educator and diplomat for almost 30 years, having served the Slovak Republic in multiple roles focused mainly on international organizations, security sector governance, development cooperation, humanitarian aid, and Africa. For many years, he has been a strong partner to DCAF, including serving as the Chair of DCAF's International Partner's Group from 2011 to 2021.

His work in the development of SSG/R policy frameworks and capacity building in multilateral organizations has succeeded in bringing together politicians, policy makers, and practitioners from all over the world. His special focus and support for the African Union has helped improve its SSG/R capacity building and implementation.



When security sectors perform poorly, societal trust – so necessary for sustained prosperity and well-being – remains elusive.

**Michal Mlynár**

Ambassador

Permanent Representative of Slovakia  
to the United Nations in New York (2017-2023)



# **RESOURCES AND GOVERNANCE**





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Niamey, Niger

\* The DCAF office in Kyiv is temporarily closed





Ramallah, Occupied Palestinian Territory



Skopje, North Macedonia



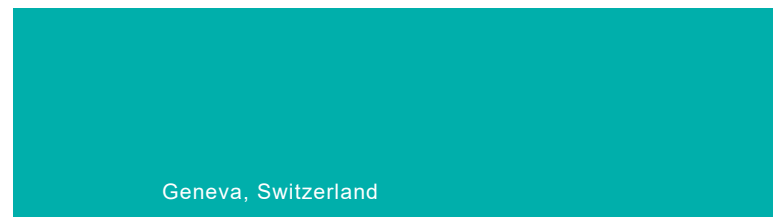
Tegucigalpa, Honduras



Tripoli, Libya



Tunis, Tunisia



Geneva, Switzerland



## Our culture

DCAF strives to continually evolve as a forward-thinking, sustainable organization that fosters an inclusive and engaging environment for staff members. To that end, in 2022 we made special investments in skill development, gender equality, and environmental sustainability.

### Environmental sustainability

Following an assessment of DCAF's carbon footprint by external experts and an extensive internal consultation process, DCAF has committed to reducing its carbon footprint by 50% by 2030. This is in line with the goals of the Paris Agreement, and reflect the commitments made by many of our close partners in International Geneva. We are proud of our ambitious commitment, which will change the way we travel and organize workshops, procure goods and services, and even the kind of food we serve at events. We believe that being a more sustainable and environmentally conscious organization is the right thing to do. It is also necessary in order to be a credible partner supporting organizations, governments, and security sector institutions that are themselves grappling with the realities of climate change and trying to address its impacts on human security.

### Skill development

In 2022 we began forging a new organization-wide approach to learning and development. The first step was introducing a new comprehensive policy to support skill development related to our 14 key competencies. The next step will be the launch of "DCAF Academy". Currently under development, the bespoke learning platform will offer an ever-expanding range of self-guided training materials. In response to popular demand, this year we also provided specialized training in recruitment skills and project management.

We continued to raise awareness among our employees and managers about the importance of maintaining a healthy working environment and offered workshops by well-being experts on mental health, psychological safety, and how to create and maintain a positive, respectful working environment.

### Gender equality

In 2021 DCAF passed the Swiss government's gender pay equity audit for our office in Geneva. In 2022 we took it further. Our Gender & Security Division conducted training for all Geneva-based staff on how to integrate gender equality into our planning and project design. We invested in an external Gender Organizational Assessment to get an objective view on the degree to which we currently integrate gender equality in our policies, practices, and workplace culture. The assessment found DCAF has a solid foundation with gender equality embedded in our policies and highlighted the strong commitment of leadership to promoting gender equality across the board. It also gave us a few recommendations to take us the extra mile to achieve a fully gender inclusive workplace.



## Finance

Due to the COVID-19 crisis, field activities had significantly reduced in 2020. The recovery, which started in 2021, was confirmed in 2022 with a 4% growth in the organization's turnover compared to 2021, i.e. from CHF 31.6 million to CHF 32.8 million. One of DCAF's priorities continues to be to diversify the funding base.

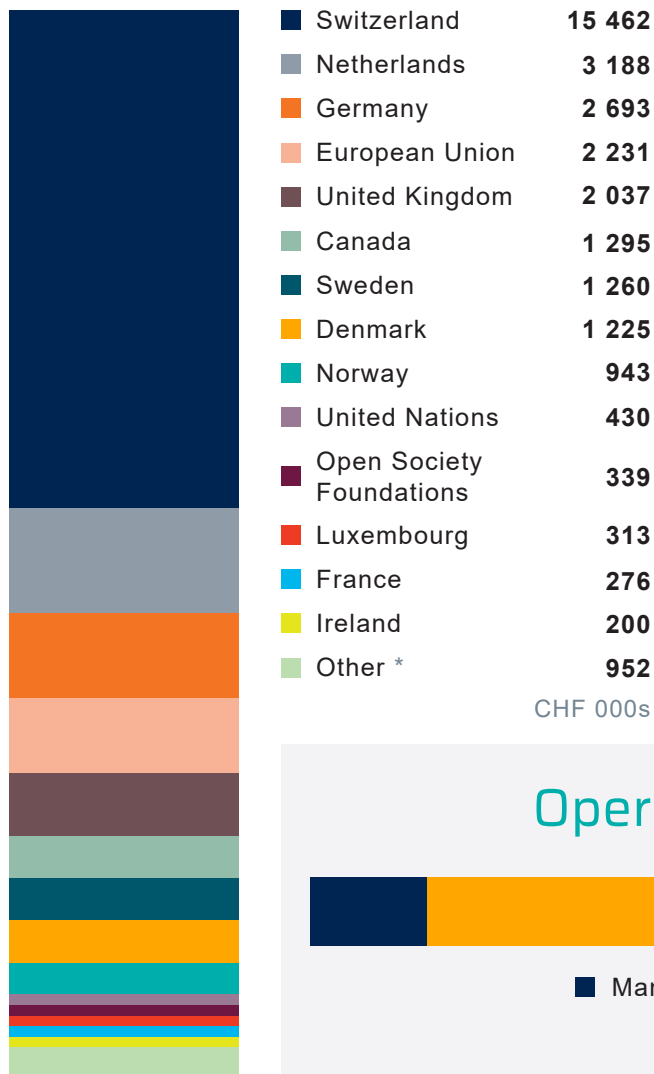
Comprehensive financial information, including the Balance Sheet, Profit and Loss Statement, Cashflow Statement and Statement of Changes in Restricted and Organizational Funds, can be found in the audited Statutory Financial Statements of DCAF at [www.dcaf.ch](http://www.dcaf.ch)

|                                                     | 2022        | 2021        |
|-----------------------------------------------------|-------------|-------------|
| Income                                              | 32 844 240  | 31 634 211  |
| Operating Expenditure                               | -32 235 304 | -31 045 301 |
| Result of Operating Activities                      | 608 936     | 588 910     |
| Net Financial Result                                | -737 414    | -328 766    |
| Non-Operating Result                                | 0           | 0           |
| Annual Result Before Change in Organizational Funds | -128 478    | 260 144     |
| Change in Dedicated Funds                           | 134 516     | -249 647    |
| Allocation to Free Funds                            | 6 038       | 10 497      |
| Annual Result After Change in Funds                 | 0           | 0           |

DCAF's Geneva-based staff received specialized training in how to build gender equality into the design and monitoring of our projects and programmes. Photo: DCAF



## Income from contributions



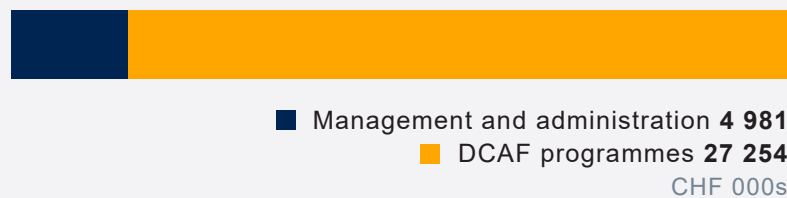
### Total

CHF **32 844 240**

\* Albania, Austria, Bosnia and Herzegovina, Bulgaria, Council of Europe, Folke Bernadotte Academy, Finland, Hungary, Konrad Adenauer Stiftung, Liechtenstein, North Macedonia, Moldova, Montenegro, NATO, OIF, Poland, Qatar, Romania, Serbia, Slovakia, South Korea, Spain, and Thomson Reuters Foundation.

CHF 000s

## Operating expenditure



## Expenditure by area of work



## Internal control & risk management

DCAF stresses the importance of managing risks in all areas: strategy, safety and security, legal and compliance, human resources, fraud and corruption, information management, financial and fundraising. DCAF continuously strives to improve its financial internal control by developing appropriate policies and procedures.

As statutory auditor, KPMG has audited the financial statements of DCAF - Geneva Centre for Security Sector Governance, which comprise the balance sheet, profit and loss statement, cash flow statement, statement of changes in restricted and organizational funds and notes, for the year ended 31 December 2022.

KPMG is of the opinion that the financial statements for the year ended 31 December 2022 comply with Swiss law and Swiss RPC, and the Foundation's deed and internal regulations and give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP RPC.

In accordance with article 83b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, KPMG confirms that an internal control system exists which has been designed for the preparation of financial statements according to the instructions of the Foundation Council.

Their conclusions are as follows:

|                                                               |                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Execution and significant findings of the audit</b>        | We intend to submit our reports on the annual financial statements without any qualifications or comments. We recommend that the annual financial statements submitted to the Foundation Council be approved.                                                                                                                                 |
|                                                               | We have discussed all material issues and findings resulting from our audits of the annual financial statements with management.                                                                                                                                                                                                              |
|                                                               | Based on the procedures performed by us, we conclude that the organization has taken actions to comply with the provisions according to art. 113 para. 1a–e FMIO regarding derivatives trading. We have not identified any instances of non-compliance that would require communication to you or to the Swiss Federal Department of Finance. |
| <b>Internal control system (ICS) findings</b>                 | The ICS was considered in our planning of the final audit. Furthermore, we will confirm the existence of the ICS on the basis of the results of our audit in our audit reports on the annual financial statements.                                                                                                                            |
| <b>Corrected and uncorrected misstatements</b>                | During the course of our audit we did not identify any misstatement.                                                                                                                                                                                                                                                                          |
| <b>Fraud and suspicion of fraud</b>                           | In the current audit, we did not identify any suspected or actual fraud.                                                                                                                                                                                                                                                                      |
| <b>Quality of application of Swiss law and Swiss GAAP FER</b> | During our final audit, we did not identify any finding regarding the quality of the accounting and of the annual financial statements in accordance with the Swiss law on accounting and Swiss GAAP FER.                                                                                                                                     |



# Foundation Council

DCAF is a Swiss foundation that was established in 2000 on the initiative of the Swiss government. The Foundation Council is our supreme body. In 2022, it included 54 members representing 51 countries and the Canton of Geneva. The President of DCAF's Foundation Council is Kirsi Henriksson (Finland).



Albania, Armenia, Austria, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Burkina Faso, Burundi, Canada, Colombia, Costa Rica, Côte d'Ivoire, Cyprus, Czech Republic, Estonia, Finland, France, Canton of Geneva, Georgia, Germany, Greece, Honduras, Hungary, Ireland, Italy, Kyrgyzstan, Lebanon, Liechtenstein, Lithuania, Luxembourg, Mali, Malta, Mexico, Moldova, Mongolia, Montenegro, Niger, North Macedonia, Norway, Poland, Portugal, Romania, Serbia, Slovakia, South Africa, Spain, Sweden, Switzerland, Tunisia, Ukraine, United Kingdom.

Our governing body the Foundation Council meets twice a year to review and approve our strategy, budget, activities, and results. Photo: DCAF



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## DCAF, 2023

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