



Annual Report

2021

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

Thank you



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

Table of contents

Foreword.....	4
DCAF at a glance.....	6
Knowledge products.....	8
Our approach.....	10
Reaffirming the value of democratic governance in addressing current and emerging security challenges	11
Enhancing SSG/R engagement in fragile and conflict-affected environments.....	19
Strengthening the contribution of SSG/R to international policy and practice.....	23
Flexible funding mechanisms	28
Promoting international standards and good practices.....	29
Tailoring the organization to better deliver its mandate	32
Shaping the security sector of tomorrow	35
Resources and governance.....	37

Foreword

2021 was a year of great disruption and uncertainty. It was also a year which profoundly marked DCAF as an organization. And it left an imprint on many of our national and international partners who operated in the 70 countries in which we supported security sector reform and good governance.

COVID-19 posed unprecedented challenges for security sector institutions that were called into action as first responders and whose work DCAF could support in many instances. As the pandemic spread and deepened, we were able to assist many partner governments in their efforts to manage security-related aspects of this constantly evolving health crisis in a way that was in line with good practice in security sector governance. This required a high level of flexibility and adaptability from our partners, but also from DCAF, given the rapidly evolving needs for research, advice, policy guidance, and capacity building. By engaging a wide range of stakeholders on a multitude of levels, we were able to leverage our resources and facilitate synergies between our partners, thus creating the potential for more sustainable reforms. In 2021 we also expanded our field presence with new offices in Belgrade and Ethiopia, bringing the total to 14 offices on four continents. In hindsight, the pandemic has not only reinforced our partnerships and our commitment to the principle of local ownership; it has also made our organization more adaptable, flexible, agile, and resilient.

In the Sahel we built the capacity of the media and civil society groups to play a stronger role in civilian oversight of security

forces. In the Western Balkans we supported greater regional exchange and collaboration on cross border security and cybersecurity. We expanded our support for police reform in Colombia and Honduras, and we proudly welcomed Mexico, Honduras, Costa Rica, and Colombia as the first Latin American members on our governing Foundation Council.

We continued to support the Economic Community of West African States (ECOWAS) in the implementation of its SSG/R Framework, an important tool for sustaining peace in West Africa. We completed exhaustive assessments for four police-and-troop contributing countries to help them identify internal policies and practices that will increase women's meaningful participation in UN peacekeeping operations. And through our renowned research series SSR Papers and SSR Backgrounders, we advanced the global policy debate with regard to the interface of security sector reform and human rights, migration, and Sustainable Development Goal 16.

One of DCAF's unique strengths is our capacity to manage knowledge and learn from own experiences as well as from the experiences of others. In 2021, we adopted a Knowledge Management Action Plan which will strengthen this capacity even further and enhance cross-departmental learning. In parallel, we kick-started a comprehensive IT project to create a new digital workplace which will enable seamless collaboration and sharing of knowledge internally as well as with our partners and stakeholders. We updated our compensation



At its heart, security sector reform is about ensuring safety and enabling women, men, and children to live their lives free from fear, go to school, go to market, and walk on the street at any time without having to worry about attacks, criminal assault, or other forms of violence.

Amina J. Mohammed

Deputy Secretary-General of the United Nations, speaking at the High-Level Roundtable on Security Sector Reform and Sustaining Peace New York, 23 April 2018.

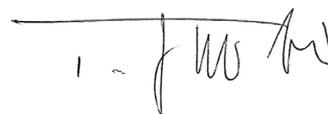
and benefits package for Geneva-based staff, and launched an initiative to reduce the carbon footprint of our organization. And we successfully completed the first step of our Gender Action Plan, receiving an 'equal-salary' certification following a comprehensive external gender pay equality audit.

It goes without saying that none of the above results would have been possible without the hard work and dedication of DCAF's staff. Despite the personal and professional toll taken by COVID-19 they remained focused and committed to our partners and their success. Let me also use this opportunity to warmly thank all our partners and donors who supported our organization last year, placed confidence in our capacity to deliver, and allowed us the flexibility to adjust our programmes to meet the demands of a constantly changing environment. I'm enormously proud of the results we have achieved in 2021, and I hope you enjoy reading about them. To learn more about our Strategy 2020-2024, our many areas of work, or our ever-expanding library of innovative knowledge products, I invite you to visit us at www.dcaf.ch.

At the time of publication of this Annual Report, a horrifying war is raging in Ukraine, after Russia's invasion of that country in flagrant violation of international law. While COVID-19 had already exacerbated many simmering conflicts and increased fragility in many parts of the world, Russia's aggression has thrust us into a new era of geopolitical tension. Consequently, we will likely see further accentuations of power political dynamics in Europe and beyond, which is bound to trigger further investments in military and security capabilities. If such investments are not accompanied by an effective and accountable security sector, we are prone to see more instability or conflict further down the line. In light of the above, DCAF's support to security sector reform processes will remain critical for effectively addressing drivers of conflict - domestic instability, illegitimacy of institutions, political exclusion, and gender inequality. Our organization is also determined to continue to attach high priority to our

collaboration with multilateral organizations and to our contribution to crucially important international policy frameworks such as the Agenda 2030 for Sustainable Development, the UN's Sustaining Peace Agenda, and the Women, Peace and Security Agenda.

This summer, my term as Director of DCAF will come to an end after six years at the helm of this fascinating organization. Almost every year during my mandate the world has become a more unruly, a grimmer, and a more vulnerable and insecure place with renewed proliferation of violent conflicts, including a war in our European neighborhood, pandemics, and other global crises. While the international community is struggling to adjust to new security threats and concepts of security, the fundamental underpinning of security sector reform as outlined in the United Nations Secretary-General's latest report on the subject will continue to provide reliable guidance for more order in today's disorderly world. DCAF, with its exceptionally gifted staff and its enormously powerful instruments, is uniquely placed to assist in turning this guidance into action. I therefore hope that DCAF and my successor will benefit from the same level of support and trust which I have enjoyed and for which I remain immensely grateful.



Thomas Guerber
Director, Ambassador





21
years of
service

14
field offices



224 staff
members

54% **28%**
women in field offices

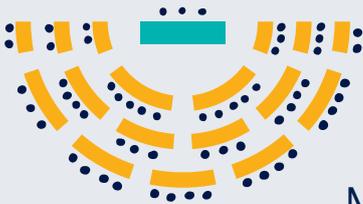


8k
people trained



Revenue 2021

32
million CHF

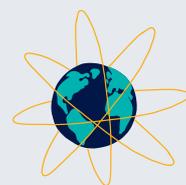


57
Member States
& the Canton of Geneva



Online presence

38k+
followers



Active in over

70
countries

We created and distributed **200+** cutting-edge knowledge products in 2021



170 publications



35 webinars



27 videos



17 languages

DCAF produces innovative, empirically grounded and policy-oriented comparative research on a wealth of topics relating to security sector governance and reform (SSG/R). Our cutting-edge research bridges the gap between policy and practice and is driven by the demand of our national and international partners.

SSR Series: Papers and Backgrounders

DCAF's SSR Series are well-regarded tools that help inform security policy and practice on a range of contemporary issues. Authored and peer reviewed by experts, the SSR Paper Series offers in-depth examinations to inform the research and policy level, while the SSR Backgrounders are a 'first-stop' resource commonly used in capacity building at the operational level. In 2021 we added to the SSR Series on the topics of human rights, migration, and Sustainable Development Goal 16.



The Security Sector and Health Crises

As we have seen with the COVID-19 pandemic, national and regional security providers play an important role in the management of health crises. Using the Ebola crisis as a case study, these essays examine the response of the security sectors in different countries and how to properly prepare, mandate, and integrate security forces into crisis management strategies at the national, regional, and international levels. They also draw parallels between Ebola and COVID-19.



Climate Change and its Impact on Security Provision

An ineffectual response to the consequences of climate change by the security sector may create or exacerbate humanitarian crisis, conflict, and instability. This publication identifies concrete entry points for SSG/R policy and good practice in addressing climate-related security risks.



Toolkit for Security Sector Reporting - Media, Journalism and Security Sector Reform

Revealing and documenting abuse and corruption by security sector officials is among the most useful - and dangerous - work a journalist can do. Created with the Fondation Hironnelle, this toolkit addresses the needs of media professionals reporting on the security sector, especially in conflict-affected countries.



Story of Change: Intelligence Reform in North Macedonia

Having lived a life in secrecy, unreformed for decades and suspected of being used as a tool against political opposition, the secret services of North Macedonia are slowly becoming more transparent. This 30-minute documentary takes you behind the scenes and describes achievements and challenges linked to recently initiated Government-led reforms - a process DCAF has contributed to since early 2018.



Managing Security and Protecting Rights

Doing business in complex, fragile environments is challenging. Where can companies turn for guidance on respecting human rights? This video highlights the resources available through the DCAF-ICRC partnership to support and promote responsible business conduct.



Security Sector Governance and Sustainable Development Goal 16

This video explains the linkages of SSG/R with SDG16 and highlights the importance of security and justice institutions in helping to create the conditions for peace and sustainable development.



Find all our publications at www.dcaf.ch > resources
Watch all our videos on [youtube.com](https://www.youtube.com) > DCAF

Our approach

Over 21 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 nonstate 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 multi-stakeholder 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.

Reaffirming the value of democratic governance in addressing current and emerging security challenges

It is now well-established that a lack of democratic civilian control of security institutions undercuts development and fosters political violence, especially in fragile and conflict-affected states. A security sector without democratic control can become a support mechanism for an authoritarian regime. It may take on a political role with arbitrary policy making and abuse of power, and have a lack of transparency and accountability in security planning and decision-making. And security forces acting with impunity, without respect for the rule of law and human rights, undermine the credibility of the government and create instability.

Improving democratic governance over the security sector requires a locally-owned, multifaceted approach. No two countries or institutions are alike, but the elements of reform are the same. It begins with laws, policies, and regulatory frameworks based on international norms, and lawmakers and national oversight bodies with both the know-how and the purview to provide effective checks and balances and prevent security forces from committing abuse or human rights violations. It requires mechanisms for transparency and accountability inside security institutions. It includes fostering a culture of respect for the rule of law, human rights, and gender equality among police, military, and justice actors. And it requires increased capacity of civil society, the media, and the private sector to play their important roles in helping to ensure accountability of, and public confidence in, security forces.

DCAF has been working with national and international partners in multi-year projects to lay the foundations for reform and good governance. Despite the setbacks of the global pandemic, in 2021 we saw some promising results in several of these projects.



We are committed to:

- Strengthening democratic governance as an essential pillar of our work
- Driving innovative responses to current and emerging security challenges
- Demonstrating positive change from democratic governance of the security sector

A national security sector reform strategy and action plan were developed in **Mali** with a review by national experts who highlighted avenues for reform in line with the Economic Community of West African States (ECOWAS) framework, international standards, and human rights.



We are extremely grateful to our partners from DCAF for the organization and conducting of this meeting and are motivated to further promote our close cooperation.

Galyna Mykhailiuk

Deputy Chairperson of Law Enforcement Committee of Verkhovna Rada, Ukraine

Establishing 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 systematic accountability and transparency. DCAF supports parliamentary assemblies to create and implement legal and regulatory frameworks that set proscribed limits for security forces and hold them to account for their actions.

A legislative needs self-assessment for **Niger's** Parliamentary Defence and Security Committee informed the creation of a five-year action plan to align Niger's normative and legal framework with regional best practices. A key priority is improving accountability of the defense sector by allowing members of the Committee more access to information.

In **Morocco** DCAF supported the National Anti-Corruption Commission with training in the prevention and investigation of cyber-corruption and financial cybercrimes. The government commission digitalized its internal processes, resulting in more effective tracking and response to data protection requests from citizens.

Parliamentary oversight activities of intelligence services in **North Macedonia** increased in 2021 with members of the oversight committee conducting four field visits to review intelligence and security services.

After the suspension of the **Tunisian** parliament by presidential decree in September 2021, DCAF changed tack from training parliamentarians in oversight of the security sector to take stock of the Assembly's contributions to SSG/R and prepare to support parliamentary functions following Tunisia's upcoming political reconfiguration.

In the context of ongoing geopolitical tensions in **Ukraine** we provided inputs and intensive support for draft amendments to the law on the Security Service of Ukraine, strengthening oversight mechanisms and leading to the inclusion of articles dedicated to human rights and integrity.

Several Parliaments in the **Western Balkan region** had inter-parliamentary exchanges and dialogue that led to new opportunities for intelligence governance and oversight in the Western Balkans.

Building police integrity and professionalism

Police integrity building helps curb corruption, increases effectiveness in fighting crime, improves public security, and strengthens the public's confidence in government. DCAF helps law enforcement institutions adopt modern democratic policing principles and practices and perform their duties according to the rule of law and with respect for human rights.



Thanks to the work DCAF has carried out there has been significant progress in transforming the doctrinal and pedagogical foundations of police training.

Commissioner Sulma Reyes

Head of the Gender Division
National Police of Honduras

The **Gambian** Police Force drafted its first ever policing doctrine that reflects international standards such as continual training, intelligence-led policing, and gender-mainstreaming.

With DCAF's support the **Tunisian** Ministry of Interior is in the process of reinforcing its oversight system to strengthen accountability and transparency.



In 2011, Tunisia joined DCAF to reform its security sector. Over the years you have built the amount of trust which enables us today to tackle this subject, turning a taboo topic shrouded by mystery and distrust into one of cooperation and trust.

Director General

Supreme School of Interior Security Forces

The **Honduran** National Police agreed to review its model of community policing, revise its strategic and operational plans, and continue to develop a 'confidence in policing' measure to be included in the new local policing model.

The **Albanian** State Police began implementing its new DCAF-supported Integrity Plan, showing a strong ongoing public commitment to curbing corruption. The finalization of the police's Integrity Plan resulted in a request from the Albanian Ministry of Interior for DCAF's support to develop its own integrity plan.

The **Moroccan** National Police deployed a new code of ethics which resulted in a 192% increase in internal investigations between 2015 and 2019.

In **Niger** the National Police School modernized and increased its professionalism through improvements to the curriculum, the recruitment process for trainers, and standard training methods.

Law enforcement institutions in the **Western Balkans** improved their regional exchanges of knowledge, practices, and methods related to integrity building and the fight against corruption.



Distributing gender diaries to Honduran National Police officers as part of the force's DCAF-supported Gender Self-Assessment. Photo: DCAF

Facilitating equal access to justice

Security sector reform includes equal access to justice, a central tenet of the rule of law and a key safeguard of human rights. DCAF's supports states to put in place laws, policies, and oversight mechanisms to ensure the judiciary and other parts of the justice system act independently and apolitically, with impartiality, transparency, and due process for all.

In 2021 there were 700,000+ visitors to the free online legal databases DCAF maintains for **Mali, Niger, Tunisia, Libya, and the Occupied Palestinian Territory**. The databases contain all laws and regulations related to the security sector in these countries, and are relied upon by the legal community and civil society groups to facilitate more transparent and inclusive oversight of the police, military, and justice systems.

In **Mali**, coups in 2020 and 2021 triggered rising insecurity and exacerbated existing problems with oversight of security forces. DCAF worked closely with the National Commission on Human Rights to strengthen judiciary due process on cruel and degrading treatment, arbitrary arrest, and detention.

The institutions responsible for training judges and prosecutors in **Bosnia Herzegovina and North Macedonia** have added courses on judicial control of special investigative measures to their curricula using new knowledge products developed by DCAF as standard resources. This strengthens the integrity of evidence collection and the possibility of a fair trial in compliance with the European Court of Human Rights jurisprudence.

The **Tunisian** Ministry of Justice is developing a new strategic vision on the judiciary and penitentiary system as well as a criminal policy plan, supported by DCAF through a series of training modules and workshops with national stakeholders.

“

If I had had this Benchbook when I was starting as a prosecutor it would have made my work much more efficient, informed and more in accordance with the relevant laws and human rights standards.

Šejla Drpljanin

Prosecutor, Brcko District
Bosnia and Herzegovina

In **Ukraine**, the National School of Judges and Academy of Prosecutors trained staff to deliver modules on domestic violence and violence against women, and incorporated the modules into their standard curricula.

DCAF supported our partners in the assessment, consolidation, and dissemination of updated national security strategies and legal frameworks in **Burkina Faso and Niger**.

Group work in a self-evaluation workshop of the newly-elected Defence and Security Committee of the National Assembly of Niger. Photo: DCAF



Improving internal control and complaint mechanisms

Security forces that are responsive to citizen complaints are more effective, better respected, and less likely to commit human rights abuses. DCAF supports the establishment of effective public complaint-handling systems to address and remedy grievances, which in turn helps to build public confidence in the police and military.

In the context of growing political and ethnic tensions and conflict in **Ethiopia** in 2021, we supported the transformational change of the Federal Police internal complaints handling mechanism to a public oriented system that fully reflects the principles of the country's newly-adopted Police Doctrine.

DCAF trained the General Inspectorate of the Armed Forces in **Niger** on risk management, internal oversight, investigation procedures, and reporting which resulted in it becoming the first ever ombuds institution for the Nigerian armed forces.

The **Niger** National Police developed internal control collection tools and are set to use them to assess internal controls and risk management processes in several regions of the country.

“

The modernization and administrative efficiency from which my institution benefits today are the fruit of our long-standing collaboration with the DCAF.

Ali Sirfi Maiga

Ombudsman of the Republic of Niger

Internal control of the **Malian** security services was enhanced by the milestone adoption of pre-disciplinary investigations into internal complaints against security sector personnel.



A FAMA soldier stands next to a young boy with his kora during the award ceremony of the Siby decorated houses festival in Mali.
Photo: Nicolas Réméné

Building cybersecurity

Cybersecurity and information security are ever-growing priorities for individuals, states, and the private sector. DCAF supports the development of national cybersecurity laws and policies as well as multi-stakeholder initiatives that bring together the public and private sectors to prevent and respond to cybersecurity attacks.

In 2021 DCAF fostered new cybersecurity policy research and knowledge-sharing among key stakeholders in the **Western Balkans** and Eastern neighbourhood countries. This included cybersecurity governance assessment studies and thematic studies on issues such as gender-based violence in cyberspace and public-private partnerships in cybersecurity.

National Computer Emergency Response Teams (CERTs) in the **Western Balkans** facilitated regular regional exchanges and undertook a unique concerted effort to increase public awareness with the creation and broadcast of several national cybersecurity awareness campaigns.

“

By participating in various activities organized by DCAF, the National CERT had the opportunity to improve business processes, but human capacities as well, which are part of the excellent results achieved by the National CERT.

Jovan Milosavljevic

Head of Cyber Security Division
National CERT Serbia

Helping the media play an effective oversight role

The media enables civilian oversight of the security sector by providing information and analysis about reform processes and shedding light on evidence of abuse or corruption. DCAF trains media and grassroots journalists in the fundamentals of security sector reform and good governance and builds their capacity to report on the activities of powerful, and often secretive, institutions.

Journalists and spokespersons from the **Libyan** government came together in a several workshops in 2021 to improve access to information by increasing their mutual understanding of their different, but complementary, roles and responsibilities. Following the workshop one participant founded an NGO dedicated to training in investigative journalism about the security sector, and another contributed to the drafting of a code of conduct for the Libyan Organisation for Independent Media.

In **Mali** journalists improved their understanding of the reform process which resulted in several broadcast stories about local security sector issues, and the creation of an SSG/R-related media network and website.

In eight regions of **Colombia** DCAF brought together journalists and National Police officers to share concerns and develop a clearer understanding of each other's roles, rights, and duties, resulting in improved trust and proposals to improve their working relationships. Rural social leaders and grassroots journalists were trained in how to produce and share stories and information about the security problems in their communities.



Sharing dialogue spaces with the police has been very interesting. I had the chance to talk with a member of the anti-riot squad. Meeting him without his armor helped me to humanize him, as I realized that he is a person who dreams, feels and smiles like me, who has concerns just like us journalists, who has a life ahead of him and wants to work for a better country.

Lina Robles

Journalist from Barranquilla, Colombia

Civil society plays a key role in holding security institutions and lawmakers accountable for good governance of the sector. Colombia community leader Lazaro Rojas learns how to give effective media interviews. Photo: Diego Rodríguez/La Escuela Digital



Reinforcing the principles that govern the use of force

For the police to maintain legitimacy citizens must be confident that the institution granted with special powers to enforce the law also observes the law, protects their rights, and is accountable for its actions. DCAF helps put in place policies and practices to ensure that when police use force, they do so according to international policing standards and with respect for human rights.

DCAF supported an assessment of the **Colombian** National Police's legal framework and doctrine on the use of force. The institution has adopted our recommendations to merge previously fragmented policies, change its training programmes, and modernize its internal information systems to identify incidents related to the use of force and distinguish them from other forms of police abuse.

DCAF's research on the use of force was used as the basis for the creation of the **Honduras** National Police's first model on the use of force. It's now set to be adopted into regulations and added to the police training curricula.

Following months of public protests and calls for police reform in **Colombia**, civil society groups and senior leaders of the Colombian National Police met for a first-ever discussion on the use of police force. The resulting proposals are being used to inform the Police Transformation Plan.

In **Chile** DCAF trained senior officers from the Ministry of Interior and Carabineros on best practices for police management of public demonstrations and supported the development of a new approach to the use of force that is compliant with international standards and human rights.



At the launch of a workshop for members of the National Police in Honduras.
Photo: David Alvarado

Strengthening the role of oversight bodies

National human rights institutions, ombuds institutions of national armed forces, and other independent oversight bodies play a crucial role in preventing and responding to mismanagement and human rights abuses by armed forces. DCAF helps increase their effectiveness through research, capacity building, and by founding and convening the annual International Conference of Ombuds Institutions For The Armed Forces (ICOAF) which over the years has resulted in many good governance initiatives and the establishment of new military ombuds institutions around the world.

Following discussions with its peers in ICOAF, the **Kenyan** ombuds institution organized first ever multi-stakeholder dialogues and discussions with Parliament about the creation of a defence ombuds office.

At the 2021 **ICOAF** a resolution was adopted to intensify international partnership of ombuds institutions in international missions, a ground-breaking initiative that will introduce a new level of cooperation and protection for soldiers.

The ombuds institution of **the Netherlands** produced a position paper on implementing SDG16 targets in relation to SSG/R and initiated discussions with other national independent oversight bodies, the Supreme Audit Office, and the Council of State.

Two briefing notes that examined the impact of COVID-19 on the armed forces and ombuds institutions, fostered greater cooperation among **ombuds around the world**. The briefing notes, based on discussions at the 2021 ICOAF, have been cited by scholars and prompted further invitations to DCAF to provide evidence of the impact of COVID-19 on armed forces and ombuds institutions.

Using a locally-owned, multi-stakeholder approach DCAF supported the creation of a common minimum standard (CMS) for oversight visits to intelligence and security services in **North Macedonia**. All legally mandated oversight bodies and intelligence and security services in the country contributed to its development and are now gradually integrating the CMS into their procedures.



DCAF's Director Thomas Guerber and Jamie Williamson, Executive Director of the International Code of Conduct for Private Security Service Providers' Association, sign an agreement to begin a new chapter in our long partnership advancing the regulation, oversight, and professionalization of the private security industry. Photo: Antonio Amigo

Enhancing SSG/R engagement in fragile and conflict-affected environments



While investments in SSG/R are required across all contexts, the needs are particularly acute in fragile and conflict-affected states. These states have limited capacity to carry out governance functions; their security landscapes are fragmented, with a wide array of actors - both state and non-state, formal and informal - closely intertwined. As a result, they are at a higher risk of slipping into self-reinforcing cycles of internal conflict, economic decline, and humanitarian

emergencies that can spill over borders and destabilize entire regions.

By engaging in fragile states with a focus on building inclusive, accountable, and effective security institutions, we contribute to the broader global goals of peace and sustainable development.

There is no blueprint for success in fragile environments. Innovation and flexibility are critical. We prioritize multi-stakeholder approaches that include local communities, the private sector, and other non-state actors, as well as informal security-related arrangements and practices. We seek to enhance the contribution of SSG/R to conflict resolution and prevention in fragile contexts by facilitating earlier consideration of security sector governance in peace processes. We support international partner countries, donors, and multilateral organizations through evaluations, research, policy guidance, and training to better prepare them for success in these challenging contexts.

In 2021 when conflict or COVID restrictions prevented us from being physically present, we found alternative means of supporting our partners, even if that meant simply continuing to build the capacity of local stakeholders so they will be ready to contribute to reforms when the conditions are right.

We are committed to:

- Developing approaches more suitable to fragile contexts
- Engaging earlier in support of peace processes and prevention

Strengthening pathways out of fragility

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

Amid the ongoing conflict in **Yemen**, DCAF facilitated a series of discussions that created an entry point for civil society and women's groups to play a role in the peacebuilding process. As a result, an SSR-trained network of Yemeni women was created that not only informed the discussions but supported the UN Office of the Special Envoy of the Secretary-General for Yemen in its efforts to implement the Women, Peace, and Security agenda.

In anticipation of hotly contested national and regional elections, DCAF produced a guidance manual and trained the **Gambia** Police Force on how to improve critical incident response to better manage and de-escalate election violence. Members of the Gambia Press Union were trained in their role and responsibilities to promote, monitor, and report on electoral security and integrity.

In **Colombia** we facilitated workshops with rural, indigenous, and afro-descendant women and the National Police to increase their understanding of the security needs of women in post-conflict regions of the country. These exchanges fostered greater sensitivity to the women's security needs, and greater confidence and trust in the national police.

In the aftermath of the 2020 war with Azerbaijan and subsequent national elections, the newly established **Armenia** Parliamentary Security and Defence Committee requested DCAF's continued support with the development and review of legal and policy frameworks to address urgent security issues.



DCAF's initiative has been successful in efforts to promote and integrate female participation in the Yemen peace process while also facilitating Yemeni-Yemeni dialogue on crucial security-related issues such as the development of ceasefire mechanisms, integration and accountability.

H.E. Hans Grundberg

Special Envoy of the UN Secretary-General for Yemen

Supporting inclusive, multi-stakeholder approaches

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 peace and sustainable development. DCAF helps make space for diverse voices and builds the knowledge and capacity of civil society groups to take an active role in the public discourse on security policy and civilian oversight of security forces.

The Juvenile Justice Support Office in **Tunisia** produced a strategic plan and roadmap for a more comprehensive juvenile justice policy and DCAF worked with the Tunisian Higher Institute of Magistracy to train juvenile court judges on children's rights and alternatives to youth detention such as mediation and restorative justice.

The four DCAF-run Marsad news websites raised awareness and helped foster transparency and open debate about security sector reform and governance-related issues in **Libya, Egypt, Tunisia, and the Occupied Palestinian Territory**.

“

DCAF has been a trusted partner for more than three years of collaboration. And we are extremely proud of the results we have achieved together until now on minors' security and prevention of violence.

M. Mihyar Hamadi

General Delegate for Child Protection
Tunisia

In 2021 DCAF supported a **Moroccan** youth organization to produce four awareness raising videos on the role of media and misinformation in the public debate on SSG/R, and 11 high-profile social media influencers were trained in journalism ethics, local laws on social media, and how to respond to youth security needs.

In **Burkina Faso** DCAF provided civil society groups with bespoke “citizen monitoring” tools to help them document the level of respect shown for human rights by defense and security forces, and report incidents of abuse. The tools resulted in better interactions between the security forces and the communities.



Staff in Tunisia's Ministry of Justice are trained in strategic planning and evaluation. Photo: DCAF

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 forces respect human rights, especially in fragile contexts. DCAF supports multi-stakeholder groups, governments, civil society, and business to establish and maintain international standards enshrined in the Montreux Document, the International Code of Conduct for Private Security Providers, and the Voluntary Principles on Security and Human Rights.

As a result of fact-finding missions and advocacy work, a DCAF-supported multistakeholder Voluntary Principles Working Group in the **Democratic Republic of the Congo** helped close an illegal detention site, and re-open a mining site that had been illegally taken over by armed forces. In addition, thanks in part to pressure from this working group, the Governor of South Kivu suspended the activities of foreign companies accused of illegal operations in the province.

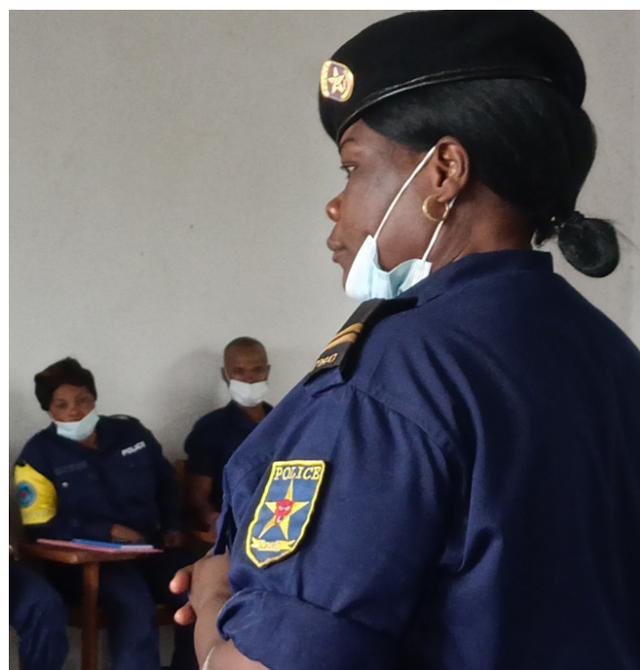
With our civil society partner in **Colombia** DCAF produced the first-ever guidance tool for artisanal- and small-scale miners to help them easily assess and report on the behaviour and respect for human rights shown by security forces around their mining operations.

DCAF and the ICRC provided inputs to the revision of the **Corporate Human Rights Benchmark** which measures the performance of more than 200 global companies. And a new indicator was added to the 2021 **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.

In **Burkina Faso**, the Parliamentary Commission for Defense and Security evaluated and updated regulations governing private military companies. The recommendations of our related baseline study were reflected in a new decree adopted by the Council of Ministers.

DCAF, and our partner the ICRC, produced training tools for **Chinese** companies operating in fragile contexts and consolidated our collaboration with the China Chamber of Commerce of Metals, Minerals and Chemicals Importers and Exporters. A large Chinese industrial mining company in the **Democratic Republic of the Congo** approached DCAF for human rights training for its management team and the public and private security personnel protecting its operations.

Training on human rights and security methods to help police reduce and prevent the worst forms of child labour on mining sites in South Kivu, DRC. Photo: OGP 2021



Strengthening the contribution of SSG/R to international policy and practice

Effective security sector governance is key to achieving the objectives of powerful international policy agendas such as the Agenda 2030 for Sustainable Development, the UN's Sustaining Peace Agenda, the Women, Peace and Security Agenda, and the Business, Security and Human Rights Agenda.

As a pioneer in the field of SSG/R, DCAF has made significant contributions to the development of the concept of SSG/R in international discourse. Through our policy and research work we articulate evidence-based norms, standards, policies, and guidelines and ensure that international frameworks and processes are informed by a robust understanding of the complex dynamics of security sector reform and governance.

Combining tailor-made research and broad operational experience, we produce empirically grounded and policy-oriented comparative research that is driven by the demand of our national and international partners. We lead on the cross-cutting theme of gender equality in SSG/R, designing and delivering training, assessments, research, and policy advice to national and international partners. We also spearhead important policy work with multilateral organizations to enhance the effectiveness and coherence of their SSG/R support to national and international actors.

DCAF has earned a reputation as an incubator of new ideas and solid research. In 2021 we saw several results that illustrate our support is helping to bridge the gap between policy and practice in SSG/R at the international level.



We are committed to:

- Reinforcing the implementation of international security and development policy
- Shaping international security and development policy from an SSG/R perspective

DCAF helped develop a new programme for the **African Union Commission** and the **African Regional Economic Communities** such as ECOWAS to deliver more consolidated support on security sector reform and conflict prevention to the African Peace and Security Architecture.

Our research linking SSG/R to Sustainable Development Goal 16 (Peace, Justice, and Strong Institutions) was recognized by the **UN Department of Economic and Social Affairs** (the UN authority on the SDGs) as one of the global “SDG Good Practices”.

DCAF’s research helped shape a guidance note for the **United Nations** on SSG/R and the prevention of violent conflict. The guidance note is informing the joint **United Nations-World Bank** project to create a common institutional understanding of security sector-related risks and conflict drivers.

Supporting multilateral organizations to be effective partners in SSG/R

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

In 2016, DCAF helped the **Organization for Security and Co-operation in Europe** (OSCE) produce its first internal guidelines on SSG/R to achieve a more coherent and coordinated approach to supporting nationally-led reform processes. In 2021, the OSCE asked us to update and expand the guidelines, which were subsequently launched at the first-ever side event dedicated to SSG/R at the 2021 OSCE Ministerial Council.

Recommendations from DCAF’s study *UN Support to Defence Sector Reform* formed the basis for discussion at the first-ever member states’ consultation on the development of the 2022 **UN Secretary-General’s** report on the UN’s approach to security sector reform.

Following DCAF assessments in Guinea-Bissau, Colombia, Jordan, the Occupied Palestinian Territory, Central African Republic, and the Democratic Republic of the Congo the **United Nations Development Programme** implemented several of our recommendations to improve the monitoring and evaluation of its Global Programme on Strengthening the Rule of Law and Human Rights. In addition, our meta-level recommendations on strategic monitoring were incorporated into the overall design of the next phase of the Global Programme, resulting in the creation of a new unit for monitoring and evaluation.



Since the establishment of the OROLSI Security Sector Reform Unit in 2007, we have consistently benefited from DCAF’s high-quality analyses and empirical data to strengthen our Department’s SSR support.

Jean-Pierre Lacroix

Under-Secretary-General
UN Department of Peace Operations

Building gender equality into 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 gender equality in all elements of the management, provision, and oversight of security.

By the end of 2021, four police-and-troop contributing countries had completed the DCAF and Cornell University-created Measuring Opportunities for Women in Peace Operations (MOWIP) methodology to identify internal barriers to women's participation in **United Nations** peacekeeping. An additional seven countries were granted funding from the Elsie Initiative to undertake a MOWIP assessment, helping to build an ever-growing global evidence base for reforms.



We supported the National Police of Ukraine to increase efficiency, effectiveness, and professionalism to be able to adapt and respond to any social or security challenge. Photo: Canada-Ukraine Police Development Project (CUPDP)

The **Tunisian** Ministry of Women Affairs launched an action plan to achieve greater gender equality in the security sector with particular attention to the sector's response to gender-based violence and creating policies for a more comprehensive and coordinated approach to managing it.

Following a 2020 Gender Self-Assessment by the National Police of **Colombia** and the creation of a gender action plan to address gaps and deficiencies in gender equality, in 2021 the National Police began implementing the action plan in policy and practice.

With DCAF's support, police and military institutions in **Ukraine** and **Honduras** conducted Gender Self-Assessments. The rigorous internal review of laws, policies, planning, community relations, personnel management, and institutional culture evaluates the degree to which they meet the security needs of both women and men, and forms the basis for institutional change.

High global demand continued in 2021 for the updated tools and policy briefs of the DCAF *Gender and Security Toolkit*. For example, in **Lebanon** it was used in training the Internal Security Forces about prison administration and monitoring. We produced a series of short films based on the toolkit and in **Georgia**, they were used in the curricula at the Defence Institution Building School. This year we translated various tools and briefs into an additional nine languages.

Reinforcing the capacity of partner countries

In today's globalized security environment, nations have a keen interest in supporting other countries' efforts to prevent conflict and maintain regional peace and stability. DCAF provides these partner countries with expert analysis, advice, and training to enable them to play an effective supporting role in security sector reform and governance on the world stage.

In light of **Lebanon's** ongoing financial and political crisis, the UK, a main partner of the country, asked DCAF to gauge the resiliency of the Internal Security Forces and identify ways to enhance the UK's programmatic contributions to stability. The resulting report was used to facilitate wider donor coordination and leverage more support for SSG/R from other traditional and non-traditional donors.

DCAF's assessments for the European Union on the police reform projects it supports in **Ethiopia** lead to stronger collaboration and more effective and structured dialogue between the EU and the Ethiopian Federal Police.

The EU SSG Facility (a consortium led by DCAF) supports EU institutions to implement the principles of the EU Security Sector Reform Framework in a systematic and sustainable way. EU Delegations in **Mali, Burkina Faso, the Gambia, Somalia,** and the **Democratic Republic of the Congo** carried out their first-ever local security sector analyses, resulting in an evidence-based picture of the priorities for reform.

Women often bear the brunt of climate change-related conflicts over land and natural resources and displacement cause by extreme weather events. A woman discussing how climate change has impacted on security in her community at a DCAF workshop in Colombia. Photo: Camilo Bernal - En Algún Lugar, Malinium Pictures



Responding to the security risks of climate change

Extreme weather events and resource scarcity caused by climate change can lead to displacement and fuel economic inequality and social conflict, especially in fragile contexts. DCAF's research into emerging climate security risks supports the development of international norms and policy and helps national security sector institutions prevent, respond to, and mitigate, these risks.

Informed by DCAF's cutting-edge research and interventions, states who traditionally provide technical and financial support to security sector reform and good governance in other countries have started to expand their programming and earmark funding specifically to address climate-related security risks.

Women's organizations in **Colombia**, **Mali**, and **Yemen** are developing recommendations for a gender-climate lens to be part of their countries' respective peace and security processes. Research and advocacy workshops fed into a global report on gender, climate, and security and an action plan for women's groups.

DCAF's original research on climate-related security risks has been widely acknowledged and resulted in DCAF taking on a greater role in international policy fora, including the **Swiss** government's initiative to develop a hub on climate change and security among Geneva-based experts.

In 2021 the **Colombian** National Police undertook an innovative pilot exercise to measure the impact of climate change on inequality and insecurity for women and girls living in rural areas.



Protecting the planet and preventing conflict go hand in hand. Devising policy options to better anchor our work in SSG/R into multidisciplinary, nimble and innovative responses to global challenges is one of my utmost priorities. The recommendations set forth in this policy brief provide such avenues, most notably by placing our shared principles at the centre of collective action to address climate change-related security risks.

Alexandre Zouev

Assistant Secretary-General
Office of Rule of Law and Security Institutions
United Nations Department of Peace Operations

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 pooled 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.

International Security Sector Advisory Team (ISSAT)

ISSAT provides strategic and operational support to the international community to reinforce and strengthen its efforts to improve security and justice reform processes, especially in conflict-affected and fragile states. It achieves this through training and tailored knowledge products, and by assisting its members to develop, adopt, and promote good SSG/R policies and practices. ISSAT's Governing Board Members include Austria, Belgium, Canada, Denmark, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, the United Kingdom, and the USA. Several multilateral organizations are also members including the African Union, the European Union, OECD, OSCE, Organisation Internationale de la Francophonie, United Nations, and World Bank.

North Macedonia Pooled Fund for Intelligence and Security Sector Reform

The Fund was established to strengthen legal and institutional frameworks and build the capacity for more effective oversight and accountable intelligence and security services. It ensures that DCAF can be flexible and responsive to new requests from executive, legislative and judicial authorities, civil society organizations, and the media. Funding and implementation are undertaken with special attention to coordination among its donors, the Netherlands, Sweden, Switzerland, and the European Union.

Trust Fund for North Africa (TFNA)

Established in 2012, the TFNA offers security sector reform assistance to help prevent and address risks of instability, fragility, and violence in contexts of democratic transition. A pooled funding instrument, the TFNA provides flexible, rapid, long-term assistance to local governments, parliaments, security institutions, civil society, and communities. Members of the TFNA include France, Germany, Luxembourg, the Netherlands, Belgium, and Switzerland.

Security and Human Rights Implementation Mechanism (SHRIM)

The SHRIM is a multi-donor trust fund supporting responsible business conduct and the protection of human rights, especially in fragile and conflict-affected contexts such as Colombia, the Democratic Republic of the Congo, Ghana, Mozambique, Peru, and Nigeria. 2021 marked the fifth anniversary of its work facilitating multi-stakeholder initiatives and fostering public-private cooperation at local, regional, and international levels. Donors to the SHRIM include the UK, Switzerland, the Netherlands, Germany, and Norway.



Promoting international standards and good practices

DCAF plays a key supporting or convening role in several international multistakeholder initiatives designed to establish, maintain, and disseminate global norms and good practices in security sector reform and governance.

Asia-Pacific Security Sector Governance Network

 www.asiapacificssg.com

With partners from 22 out of 27 countries in the Asia-Pacific region, the Network aims to improve national SSG/R processes by bringing together stakeholders such as academics, civil society organizations, and security sector actors. DCAF provides expertise and support for the Network to meet regularly in national working groups and regional forums to share experiences and challenges, discuss best practices, and foster cooperation.



Members of the Cambodian National Working Group meet in Phnom Penh as part of DCAF's Asia-Pacific SSG Network. Photo: Kim Sun



The network has encouraged discussion and understanding of how security sector actors and their oversight bodies have performed during the recent pandemic across the region, which is extremely valuable for making our response more accountable, transparent, and efficient in Bangladesh.

Major General A N M Muniruzzaman (NDC, PSC, Retd)
President, Bangladesh Institute of Peace and Security Studies

International Conference of Ombuds Institutions for the Armed Forces (ICOAF)

 www.icoaf.org

Ombuds institutions for the armed forces play a central role in the security sector, overseeing the forces and ensuring that they operate in an accountable and transparent manner. Independent and impartial, they play a crucial role in preventing and

responding to maladministration and human rights abuses both within, and by, the armed forces. DCAF co-founded ICOAF and supports its members to collaborate and share best practices related to the mandate, powers, and functioning of these institutions.

Voluntary Principles Initiative

 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 multi-stakeholder

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.



In collaboration with DCAF, we have learned to focus on security and human rights by developing innovative approaches. We have built a bridge between the voluntary principles, the security sector and human rights, and the duty of care.

Eric Kajemba, Director
Governance and Peace Observatory
Democratic Republic of the Congo

Police Cooperation Convention For Southeast Europe (PCC SEE)

 www.pccseesecretariat.si

Established in 2007, the PCC SEE is a multilateral treaty ratified by six EU and six non-EU Member States. It facilitates better cross-border cooperation on organized crime and issues such as threat analysis, witness protection, surveillance, undercover investigations, transmission of DNA profiles,

and border search operations. It also helps align regional policing standards with those of the European Union and Schengen area. DCAF hosts the PCC SEE Secretariat, providing expertise and administrative support through our regional office in Ljubljana.

International Code of Conduct Association

 www.icoca.ch

The ICoCA is a multi-stakeholder initiative that 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.



Montreux Document Forum

 www.montreuxdocument.org

The Montreux Document provides a blueprint for governments to effectively regulate private military and security companies (PMSCs) in the terms of respect for human rights and international humanitarian law. It highlights the responsibilities of Contracting states (countries that hire PMSCs), Territorial

states (countries on whose territory PMSCs operate), and Home states (countries in which PMSCs are headquartered). The Montreux Document Forum supports national implementation of the Montreux Document by sharing lessons learned, good practices, and challenges related to the regulation of PMSCs.



To ensure security, human rights and economic development for all, public and private sectors must work together on oversight and accountability of the private security companies that protect mining sites. Photo: Ines Della Valle

Tailoring the organization to better deliver its mandate

Our Strategy 2020-2024 set the stage for key initiatives to further optimize our resource and risk management, increase investments in our staff, and refine and expand our knowledge sharing practices. In 2021 the COVID-19 pandemic challenged and tested our teams and DCAF as a whole. Nevertheless, we continually adapted our approach to meet the ever-evolving challenges of the health crisis and do all that we could to safeguard the mental and physical well-being of our staff members.



Investing in our people

We are proud to have such a diverse and talented team. They bring a wealth of policy and technical expertise along with a wide range of practical experience in the security sector, development, public sector reform, peacebuilding, project management, and operations. Investing in their development and well-being is a priority.

As with all organizations many of our staff faced tough personal challenges this year because of COVID-19. We paid special allowances to help maintain home offices, introduced new digital collaboration tools

to better manage remote working, and held webinars to address stress and boost resilience. We also updated our compensation and benefits package for Geneva-based staff, and continued working on the harmonization of compensation and benefits across our field offices with a plan to roll it out in 2022/3. This year we augmented our recruitment process with an emotional intelligence assessment for managerial positions to help identify leaders who will be the best fit within DCAF's organizational culture.

Expanding our field presence

Local ownership is one of our core principles and we place a strong emphasis on working alongside our partners as they design and implement reforms and establish good governance practices. We used new collaboration tools to adapt to the restrictions

of COVID-19 and continue to provide hands-on expertise and support. The pandemic illustrated, more than ever, the value of our field presence especially in fragile and conflict-affected countries. In 2021 we expanded to 14 field offices.

Realizing gender equality

Gender equality is one of DCAF's guiding principles and a cross-cutting theme in all our programmes, research, and policy advice for national and international partners. We also strive to ensure the principle is fully reflected in DCAF's own structure, policies, and practices. In 2021 our headquarters was certified "green" in an external gender pay equality audit. We initiated an internal gender self-assessment

to identify any remaining gaps and challenges as part of our holistic, proactive approach to realizing gender equality inside DCAF. Our policy designates a staff member responsible for Equal Rights and Opportunities and all staff receive capacity building on gender as part of institutional development programmes and individual professional development.



I would like to pay tribute to the tremendous contribution of DCAF to Geneva's international reputation. DCAF contributes in a tangible way to a sustainable improvement in the security sector around the world.

Beatrice Ferrari

Director of International Affairs
Canton of Geneva

Strengthening knowledge sharing and management

DCAF maintained and sharpened its profile as a leading centre of expertise on SSG/R in 2021, providing practitioners and policy specialists with the knowledge services necessary to pursue greater accountability and better governance of their security sectors. Inside DCAF we adopted a Knowledge Management Action Plan to streamline and consolidate our research and expertise and improve cross-departmental learning. To encourage

and reward innovation, we introduced a Knowledge Management Incentive Award, and knowledge management was added as a core performance objective for all roles. We also initiated a two-year long project to create new digital workspaces for DCAF's teams to more seamlessly collaborate and create and share knowledge across the house and with our partners and stakeholders.



The award helps us think more actively about what knowledge management means for DCAF, and how we fit into the wider puzzle. That by itself is an important step.

Floris de Klerk Wolters
Junior Project Officer

Reducing our carbon footprint

Many of DCAF's partners, especially those in fragile countries, are directly affected by the social, economic, and security problems that stem from climate change. DCAF is committed to reduce its carbon footprint and do its part to contribute to efforts to help mitigate and turn the tide on climate change. In 2021 we initiated a two-year project to

measure our current carbon footprint and create a plan to reduce it. We are working with the support of the Climate Action Accelerator which has completed similar processes with Médecins sans Frontières and the International Committee of the Red Cross.

Managing and mitigating risks

In 2021 we undertook an exhaustive process to assess our organizational risks and identify mitigating measures. The resulting new Corporate Risk Management Framework enables us to proactively identify, reduce, or avoid potential risks.

Shaping the security sector of tomorrow

Katerina Levchenko in Ukraine

Because women's rights are human rights

Dr Levchenko co-created La Strada Ukraine, a national organization working to promote women's and human rights in all spheres of society including the security sector and government. As Government Commissioner for Gender Equality Policy she draws attention to the connection between the widespread lack of cultural understanding about gender equality in Ukraine, and the gaps in expertise in the government and its institutions.



Photo: Gonchar Oleg



The women's movement is part of the human rights movement of Ukraine. It is a very important factor for democracy, and for establishing the conditions and support for Ukrainian independence.

Fola Aina in Nigeria

Understanding the role of vigilantes in delivering peace and security

Aina is the winner of the first DCAF-sponsored Young Researcher Award for Good Governance and Integrity in Justice and Security Sector Reform. His research is about hybrid security, the credibility of security institutions, and the legitimization of non-state security actors in Northwest Nigeria.



Photo: Fola Aina



Research and policy in peace and security issues has the potential to reach millions of lives and make the world a better place, especially for the most destitute, most conflict-stricken communities.

 @folanski

Dr. Omar Rahal in the Occupied Palestinian Territories

Putting human rights on the agenda

With his extensive knowledge of the unique complexities of the Palestinian context, Dr. Rahal created SHAMS, the Human Rights and Democracy Media Centers, with one clear goal: to bring together the security sector, civil society organizations, grassroots organizations, activists, and citizens to influence the establishment of democratic reforms and the rule of law.



Photo: SHAMS



All efforts should be taken to contribute to building better security institutions that respect human rights and protects citizens' dignity.

 <https://www.shams-pal.org/eng/>

Madougou Mahamane Laouali in Niger

Building police forces that respond to the needs of the population

Director of the Niger Police Academy for the past 8 years, Laouali has made human rights issues and trust-building central to police training. He has also reinforced the accountability mechanisms of the National Police to ensure control over the behavior and performance of officers and departments.



Photo: DCAF



Police officers have realized that to serve, protect, and better meet the expectations of the population, they have to involve the members of the communities and create a bond of trust.

Read their full stories at
www.dcaf.ch > **insights**

Resources and governance



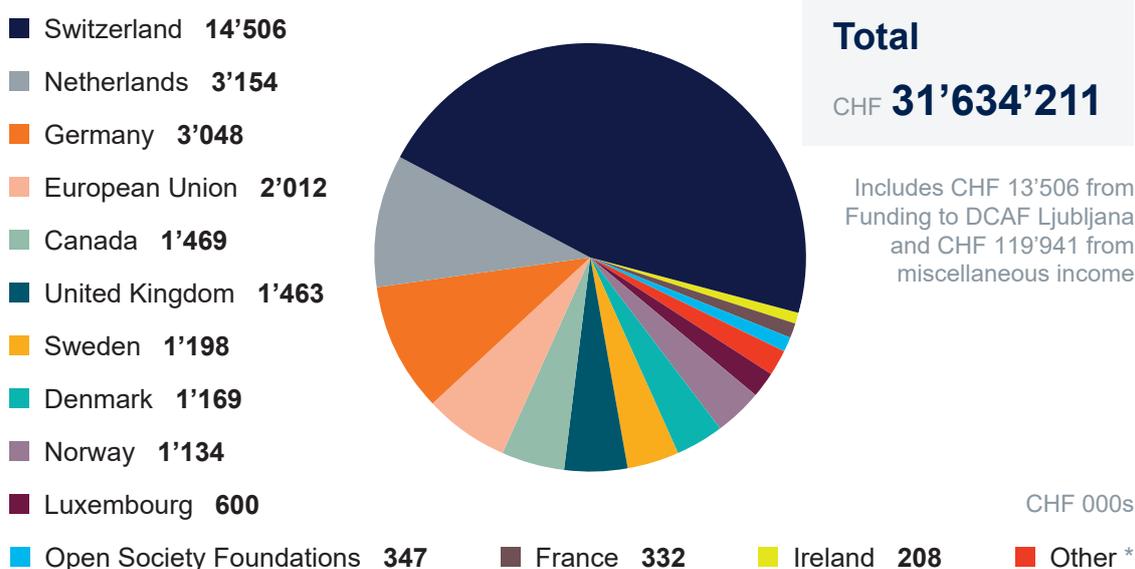
Finance

As a result of the evolving pandemic situation, DCAF staff and consultants were able to return to a more normalized level of face-to-face activities, resulting in an increase of 7% in the organization's turnover compared to 2020, i.e. from CHF 29.7 million to CHF 31.6 million. One of DCAF's financial priorities continues to be to diversify our 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.

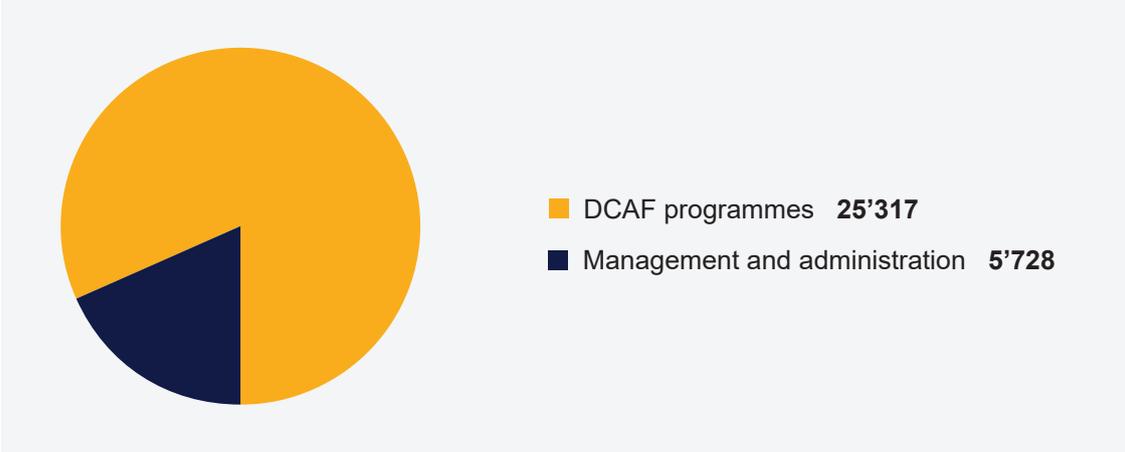
	2021	2020
Income	31'634'211	29'701'616
Operating Expenditure	-31'045'301	-29'004'054
Result of Operating Activities	588'910	697'562
Net Financial Result	- 328'766	-66'974
Non-Operating Result	0	-10'362
Annual Result Before Change in Organizational Funds	260'144	620'226
Change in Dedicated Funds	-249'647	-525'166
Allocation to Free Funds	-10'497	-95'060
Annual Results after Change in Funds	0	0

Income from contributions



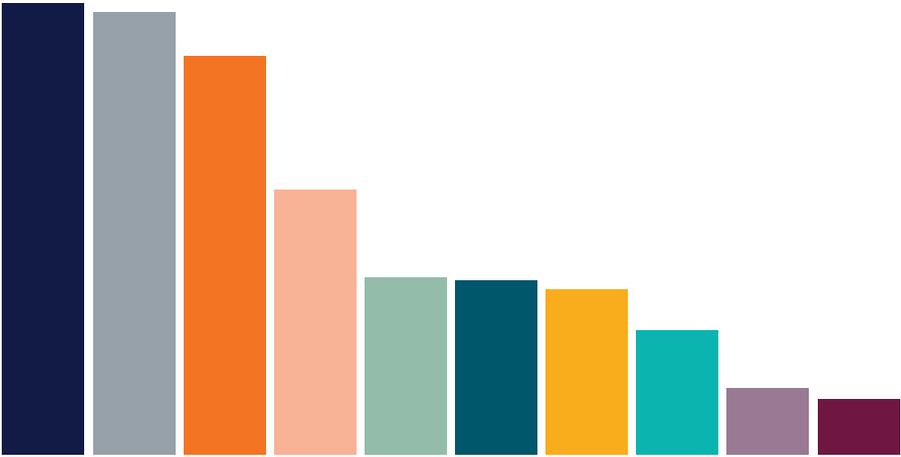
* Albania, Austria, Bosnia and Herzegovina, Bulgaria, Finland, Hungary, Liechtenstein, Macedonia, Moldova, Montenegro, Poland, Romania, Serbia, Slovakia, South Korea, Spain, United Nations, Folke Bernadotte Academy, NATO, and Thomson Reuters Foundation.

Operating expenditure



CHF 000s

Expenditure by area of work



CHF 000s

Middle East and North Africa	4'942	Gender and Security	1'886
Sub-Saharan Africa	4'849	Latin America and the Caribbean	1'811
Europe and Central Asia	4'369	Policy and Research	1'342
ISSAT	2'871	European Union Project	596
Business and Security	1'921	Asia Pacific	730

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 2021.

KPMG is of the opinion that the financial statements for the year ended 31 December 2021 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:

Execution and significant findings of the audit	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 organisation 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.	✓
Internal control system (ICS) findings	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.	✓
Corrected and uncorrected misstatements	During the course of our audit we identified three misstatements, which management are aware of. Due to the low level of materiality, these misstatements have not been corrected.	✓
Fraud and suspicion of fraud	In the current audit, we did not identify any suspected or actual fraud.	✓
Quality of application of Swiss law and Swiss GAAP FER	During our final audit, we did not identify any findings regarding the quality of the accounting and of the annual financial statements in accordance with the Swiss law on accounting and Swiss GAAP FER.	✓

Our leadership team

Our leaders have a wealth of experience putting SSG/R into policy and practice around the world. A deep local knowledge and a strong network at the national and international levels allow them to anticipate and evaluate emerging trends. They make sure DCAF is fit for purpose to deliver innovative and tailor-made advice, expertise, and support to our international and national partners.



Photo: Valérie Gatellier

From left to right: Anne-Thérèse Ventura Varesio, Antje Fritz, Olivier Prevosto, Anicia Lala, Cristina Finch, Alexis Valtat, Ayman Ayoub, Sophie Pagnetti-Takorian, Julia Klever, Victoria Walker, Anne Bennett, Yury Korobovsky, Quade Hermann, Thomas Guerber, Ann Blomberg, Vincenza Scherrer, Albrecht Schnabel, Philippe Boutinaud, Margherita Zuin, Darko Stancic, Alan Bryden, Patrick Hagan, Mark Downes, Cristina Hoyos, Hans Born.

Absent: Elisabeth Ibscher, Elsa Dazin, and Jean-Michel Rousseau.

Foundation Council

DCAF's Foundation Council is our highest body. At 31 December 2021, the Foundation Council members represented 54 countries and the Canton of Geneva. In June 2020, Kirsi Henriksson (Finland) assumed the Presidency of DCAF's Foundation Council.



Albania (2000), Armenia (2002), Austria (2000), Belarus (2002), Belgium (2004), Bosnia and Herzegovina (2001), Bulgaria (2000), Burkina Faso (2009), Burundi (2010), Canada (2003), Colombia (2021), Costa Rica (2021), Côte d'Ivoire (2001), Croatia (2001), Cyprus (2008), Czech Republic (2000), Estonia (2000), Finland (2000), France (2000), Canton of Geneva (2000), Georgia (2001), Germany (2000), Ghana (2011), Greece (2002), Honduras (2021), Hungary (2000), Ireland (2000), Italy (2001), Kyrgyzstan (2011), Lebanon (2007), Lithuania (2000), Luxembourg (2003), Mali (2011), Malta (2008), Mexico (2021), Moldova (2002), Mongolia (2014), Montenegro (2006), Niger (2018), Nigeria (2000), North Macedonia (2000), Norway (2002), Poland (2000), Portugal (2003), Romania (2000), Russian Federation (2000), Serbia (2001), Slovakia (2000), South Africa (2001), Spain (2001), Sweden (2001), Switzerland (2000), Tunisia (2011), Ukraine (2000), United Kingdom (2000).



In November our Foundation Council met in person in Geneva for the first time since 2019. We were pleased to welcome four new member states: Costa Rica, Colombia, Mexico, and Honduras. From left to right: Ángel Claros Córdova, First Secretary, and Carlos Hernández Árias, First Secretary, Permanent Mission of Honduras to UNOG; Alondra Mendoza Carlos, Second Secretary of the Permanent Mission of Mexico to UNOG; Thomas Guerber, DCAF Director; Paula Andrea Perasa Aguilar, Minister Councilor, Permanent Mission of Costa Rica to UNOG; Kirsi Henriksson, President of DCAF's Foundation Council; Sofia Gaviria, Ambassador of Colombia to Switzerland. Photo: Irena Popa

Credits

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Page 23 – Photo: Canada-Ukraine Police Development Project (CUPDP)
Page 28 – Photo: Ines Della Valle
Page 32 – Photo: DCAF
Page 37 – Photo: Antonio Amigo

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