

ANNUAL REPORT

2023



Dedicated to making **people** safer through more 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.



Contents

Foreword

3

Thinking

6

Influencing

14

Our people and governance

19

Our approach

5

Implementing

10

Flexible funding mechanisms

18



Foreword

As this report is released, my conviction is stronger than ever that good security sector governance is critical to fostering peace and sustainable development. We live in a time marked by conflict and violence, fluctuating geopolitics, rising nationalism and populism, growing inequality, and democratic backsliding.

Since last year, the situation has grown even more concerning: Russia's war of aggression against Ukraine has continued; the war in Gaza, following Hamas' attack on Israel on 7 October, has dramatically heightened tensions in the Middle East and beyond, and a coup d'état in Niger, the latest in a series in the Sahel, has had ripple effects in the region and broader implications for global security. More than one year after it began, the civil war in Sudan seems forgotten, far from the headlines. In all these conflicts, and others, civilians are paying the highest price.

In response to these troubled times, many of our partners are re-calibrating their priorities, strategically realigning in the face of military threats, shifting power dynamics, and a return to realpolitik. Many regions and countries are forging new pathways, redefining and cultivating alliances that reflect their evolving roles on the world stage. Amidst all this change, citizens around the world are increasingly skeptical of the ability and willingness of their governments and security sector institutions to safeguard their rights and maintain rule of law.

These global trends represent a significant stress test for multilateralism. While we witness accelerating humanitarian needs, donors are faced with difficult choices. At the same time, many states have increased investment in national defence or are under pressure to do so. The fundamentals of liberal democracies are being questioned and the coming year will be pivotal for democratic governance, with more voters than ever set to go to the polls.

In this fragmented international order, building and repairing trust is fundamental to achieving peace and setting the stage for development. It is only when people feel safe in their societies and have confidence in their government's ability to maintain security and justice, that they can focus on developing education, healthcare, business, or other essential aspects of prosperous communities.

The reform and governance of the security sector (SSG/R) is crucial in this regard, especially in fragile and conflict-affected places. Done well, it means security forces operate within the framework of the law and respect for human rights, which in turn builds trust with the population. When police and other security institutions are responsive to the needs of all citizens, regardless of gender, ethnicity, religion, or socioeconomic status, it fosters social cohesion and reduces the risk of violence and conflict.

DCAF helps our partners achieve this through a multidisciplinary approach that is constantly evolving while grounded in research, analysis, and hands-on experience with the complexities of security sector dynamics in a variety of contexts. We work closely with governments, institutions, civil society organizations, and international partners to improve legislative frameworks, implement reforms, and create effective oversight mechanisms. Most importantly, we aim at bringing the voices and experiences of people in local contexts to help inform and influence practices and policies at the national and international levels.

2023 has been marked by the need for agility in responding to the rapidly evolving situations faced by our partners, especially in places like the Ukraine, the Sahel, the Occupied Palestinian Territory, and Yemen. We have continually adapted our approach to meet short-term needs, while supporting them to use security sector reform as a tool to help lay the foundations for stability and peace in the long term. This has been possible thanks to the firm dedication of our team who have continued working in these very challenging contexts.

Our vision is a world in which democratically governed security sectors serve the needs of all people without discrimination and contribute to just, peaceful, and inclusive societies.

In international Geneva and beyond, DCAF contributed evidence-based research to a wide range of fora and working groups supporting global agendas such as Women, Peace and Security, and the Sustainable Development Goals. At the heart of our engagements at the multilateral level this year we have been providing expert inputs and recommendations for how SSG/R can contribute to the success of the New Agenda for Peace, the UN Secretary-General's vision for multilateral efforts to establish peace and security in a world in transition. We also supported Switzerland, our main donor, in its second year of membership on the United Nations Security Council with detailed analysis of the security sector reform components in Council mandates, in particular for peacekeeping operations under review.

Closer to home, in our headquarters at the Maison de la Paix, we worked hand-in-hand with the other two Geneva Centres to make our organizations more cost efficient.

I was honored to join the network of International Gender Champions and make several commitments for DCAF to 'walk the talk' and eliminate any remaining gender barriers within our own policies and practices.

We also began the invigorating process of internal reflection to create DCAF's 2025-2029 strategy. We sought the opinions and insights of our partners, stakeholders, and donors as to how DCAF and SSG/R can continue to play a strong role at the national and international levels. The new strategy will reflect our belief that business as usual is no longer an option given the fast-changing and challenging context faced by DCAF and our partners.

In this report, you will find selected highlights and key moments of 2023, reflecting our efforts to continue putting people at the centre of security sector reforms and ensure that the needs of women, men, girls, and boys are all factored into the establishment of accountable and effective security and justice.

On behalf of all of us at DCAF, I hope you enjoy reading it.



Nathalie Chuard
Ambassador, Director



Our approach

DCAF's mission is to advancing the security of all people through nationally owned, inclusive, and participatory security sector reforms based on international norms and good practices.

Over 23 years supporting reform processes in more than 70 countries, DCAF has earned 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, national 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 **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 **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 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

Supporting national partners

By helping them to design and implement nationally-owned reforms aimed at enhancing the effectiveness and accountability of security and justice.

Assisting international actors

By helping donor countries and multilateral partner organizations to develop and implement their SSG/R support policies and programmes.

Contributing to international policy development

By facilitating the development of norms, standards, and good practices related to SSG/R.

OUR PRINCIPLES

A human rights-based approach with gender equality at its core and the rule of law as a compass.

Democratic governance underpinned by accountability, effectiveness, and inclusiveness.

Impartiality in assessing needs, in implementing projects, and in engaging with partners and parties.

National ownership at all stages of DCAF's engagement and work with partners, to address the needs of affected populations.



Thinking

A think tank with a global reputation for excellence, for more than 20 years DCAF has contributed to the development and evolution of the core concepts and principles of SSG/R. Driven by the demands of our national and international partners, DCAF helps bridge the gap between policy and practice through empirically-grounded comparative research and analysis. Testimony of its cutting-edge approach, DCAF has become an incubator of new ideas and advances in SSG/R as it relates to global issues such as gender inequality and climate change, as well as emerging issues like artificial intelligence. Each year we produce dozens of evidence-based knowledge products across a wide range of issues, and provide training to support the reform and good governance initiatives of security institutions, law makers, civil society groups, donor states, and multilateral institutions all over the world.

Defining security according to people's needs

DCAF promotes a people-centred approach to security and justice reform that requires a deep understanding of local realities and insecurities for all members of the community. Prior to the war in Gaza in 2023, we facilitated 54 dialogue sessions in the 16 governorates of the West Bank and Gaza and the 10 largest refugee camps in the Occupied Palestinian Territory. More than 1000 people across all socio-economic and cultural groups shared their security and justice experiences, perceptions, and needs. DCAF also supported the development of people-centred security approaches in Libya by convening dialogues among security sector stakeholders to inform decision making on future security arrangements and SSG/R processes.





Fostering an international community of practice

DCAF provides expert analysis, advice, and training to our International Partners' Group which includes countries and multilateral organizations seeking to play an effective supporting role in preventing conflict and consolidating peace through nationally-led security sector reform processes. The Group comes together in a unique online resource called the Community of Practice, in which practitioners and policy makers share knowledge on what has been done, what works, and the common challenges they continue to face. In addition to developing their capacity and expertise on SSG/R through this Community, the Group also identifies opportunities to harmonize donor efforts for greater effectiveness of reform and good governance processes, especially in fragile and conflict-affected contexts.



Supporting multilateral efforts at peacebuilding

DCAF provides expertise and advice to multilateral institutions, such as supporting the United Nations to develop its practical guidance on SSG/R and climate change. In 2023, we helped the Principles for Peace Foundation with an adaptive learning workshop to gather evidence from people's experience on the ground and create a resource for security actors involved in peacemaking efforts. Closer to home, DCAF is a member of the Geneva Peacebuilding Platform which organizes the annual Geneva Peace Week, an international forum on peacebuilding. We also partnered with the Platform to organize consultations on the New Agenda for Peace and provided input to the UN's call for submissions on this important global policy milestone.



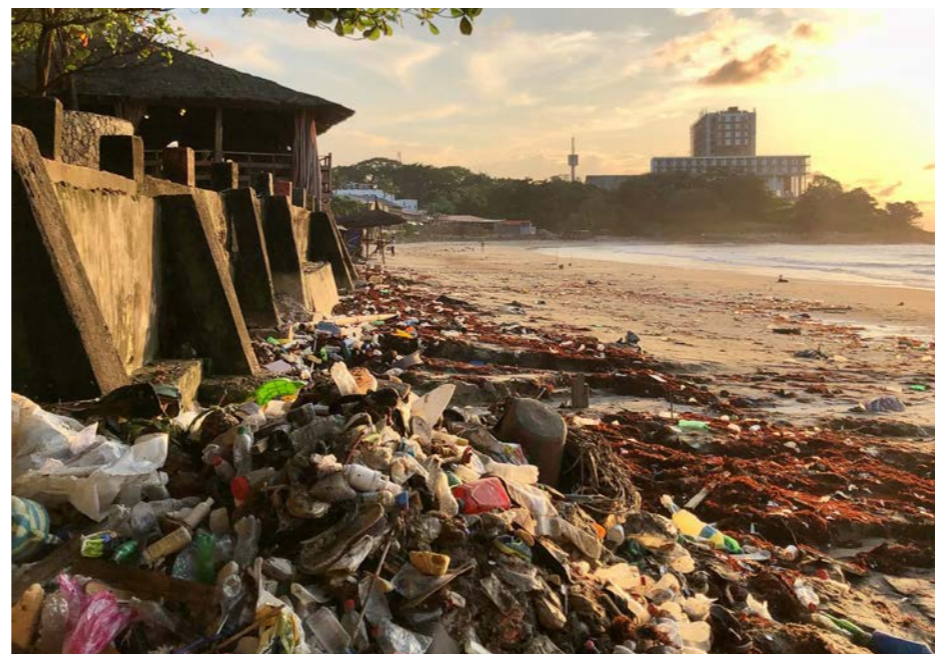
Feeding expert analysis into policy and practice

DCAF routinely provides expert advice and evidence-based inputs to international fora working on issues related to security and justice reform. For instance, the Working Group on Customary and Informal Justice and Sustainable Development Goal 16.3, the UN Intergovernmental Working Group on Private Military and Security Companies, and the UN Working Group on Mercenaries. DCAF is also a partner in the European Union SSG Facility, which provides on-call expertise to EU actors and instruments to address emerging needs, support strategic policy development, and ensure the EU's SSR Principles remain central to its programmes worldwide. For civil society, law makers, and ombuds institutions DCAF created the good practices toolbox on SSG/R and SDG 16, an ever-growing, searchable database with practical examples of how SSG/R can be a powerful policy tool for achieving SDG 16.



Delivering better security through improved financial oversight

In several countries in the Sahel, DCAF has supported oversight bodies to better detect, reduce, and prevent corruption in the security sector. In countries where military and security expenditures often account for a third of national resources, financial control over armed forces can be a highly political issue. DCAF's work in 2023 contributed to its depoliticization, and a change in the common narrative that secrecy is necessary for security. This has resulted in a change in control procedures to ensure that resources are used according to people's actual security needs. DCAF also started development of a unique financial management tool to help government officials, economists, and lawmakers analyze the affordability of their security institutions, forecast the cost of SSG/R initiatives, and test the budget implications of new policies and strategies.



Assessing the security sector's role in tackling the impact of climate change

To better understand the current and potential role of the security sector in responding to the consequences of climate change and environmental degradation, DCAF conducted stocktaking studies in Brazil, the Occupied Palestinian Territory, the Philippines, and Sierra Leone. The studies explored the ways in which security institutions in these countries already play a role, such as disaster risk reduction and environmental protection. They also identified new risks and opportunities for how the security sector could be more useful in protecting communities from the ill-effects of climate change.

Security sector practitioners in fragile or conflict-affected areas are often very isolated and it can feel like you are trying to reinvent the wheel with every challenge you face. Having a resource like DCAF's Community of Practice provides a link to those in similar situations facing challenges that can benefit from peer exchanges and learning.

Peter Cross
Deputy Director, PeaceNexus

Key moments



Advancing the New Agenda for Peace

The seminar “Leveraging Security Sector Governance as a Tool for Rebuilding Trust in the Social Contract” contributed to policy discussions before the 2024 UN Summit of the Future, highlighting the critical role of the security sector in creating sustainable peace.

Promoting a whole-of-government approach to SSG/R

Representatives from the Swiss government and armed forces came together in a DCAF-lead discussion on how to adopt a more integrated approach to SSG/R that strengthens inter- and cross-departmental coordination for greater success.



Roundtable on the security sector’s role in addressing climate security

As part of our regular internal knowledge-sharing events, DCAF’s staff gathered to discuss climate change and how to address the risks it poses to stability and security.



A focus on security and the SDGs at the High-Level Political Forum

With the Permanent Missions of Costa Rica and Colombia to the United Nations in New York, DCAF co-hosted a side event highlighting the importance of partnerships between security and development actors to achieve SDG 16 - peace, justice and strong institutions.

Jordan laying the foundation for women’s meaningful participation in peacekeeping

The Jordanian Public Security Directorate released its DCAF-supported Measuring Opportunities for Women in Peace Operations (MOWIP) report. It provided evidence-based recommendations for advancing gender equality within the institution.



Balkan Cybersecurity Days

The first Balkan Cybersecurity Days was a unique event that brought together experts from the Western Balkans and the rest of Europe to showcase regional cybersecurity talent and discuss policy and good practices.

Resources

find more at dcaf.ch/resources



Peace, justice, and strong institutions

The role of ombuds institutions in achieving SDG 16



Financial governance

Transparent and accountable resource management



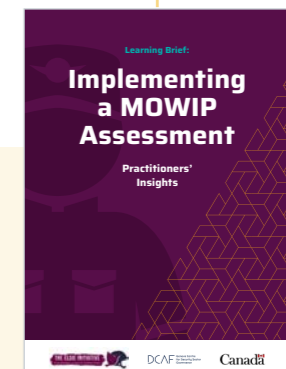
Digitalization

How digitalization is changing SSG/R



People-centred justice

Recommendations for new justice ecosystems



Women in UN peace operations

Insights on how to increase equality and meaningful participation



Climate and environmental security

Lessons-learned from Brazil, the Occupied Palestinian Territory, the Philippines, and Sierra Leone

Implementing

Effective governance of the security sector involves many players: security and ombuds institutions, parliamentarians, government officials, civil society organizations, and the media. In 16 field offices on four continents, DCAF works hand-in-hand with these partners to design and implement reforms that will make people safer in their communities, foster confidence in governments, help prevent conflict, and lay the foundations for sustainable development. No two countries or institutions are alike, but the key elements of accountability are the same. It begins with non-discriminatory laws, policies, and regulatory frameworks, reinforced by effective oversight mechanisms. It also means fostering a broad culture of respect for the rule of law, human rights, and gender equality among all actors in the security sector.

Ensuring effective oversight of soldiers at war

Following the Russian invasion in 2022, the Ukrainian government shifted its focus from broader SSG/R initiatives to managing the armed forces during wartime and as such DCAF realigned its support to meet emerging needs. With the Ukrainian army numbering nearly one million personnel, the Verkhovna Rada, Ukraine's parliament, sought DCAF's guidance to establish an effective military justice system. We helped adjust the institutional and legal frameworks to enhance the accountability of army officers for their compliance on the battlefield with International Humanitarian Law, and provided the National Police and State Emergency Services with specialized training on how to appropriately manage victims and gather evidence for the prosecution of crimes of sexual violence.





Building public confidence in security institutions

Building on the foundation of several years of reforms, in 2023 North Macedonia saw significant progress in public trust and accountability of security institutions, and oversight of the intelligence and security sector. As a result of DCAF's support, the Ministry of the Interior published its first publicly available Integrity Plan, illustrating a new level of transparency and accountability. Parliament passed a law to enable the Council for Civilian Supervision to conduct external oversight of the intelligence sector, and in general Parliamentarians reported better and more frequent interactions between their oversight committees and intelligence services. Most importantly, members of the intelligence and security community participated in public events alongside representatives of the ombuds institution, civil society, and the media, contributing to a well-informed public with more confidence in state institutions.



Increasing the professionalism and accountability of police

With DCAF's support, the Gambian Police Force (GPF) has been working since 2017 to improve oversight and accountability. In 2022, it completed its first police doctrine based on international standards. Throughout 2023, the principles of the doctrine were used to guide the development of training, policies, and standard operating procedures on leadership, gender equality, and crisis and operational management. The additional development of a gender mainstreaming policy was complemented by a first-ever mentoring scheme that brought together female officers from the Gambia with officers from the Thames Valley Police in the UK. The GPF's commitment to professionalizing its force has shown results. In a survey of GPF staff, 96% said they believed the quality of line management has changed for the better, and 43% said it has "significantly" improved.



Adapting our approach in response to political change

In 2023, DCAF reviewed its ongoing SSG/R programmes in Burkina Faso, Niger, and Mali to assess how best to proceed following coups d'état that deteriorated the political, security and economic situation. Taking a "do no harm" approach, we shifted away from activities linked to defence and security forces, and refocused our efforts on institutional monitoring bodies, and improving the capacity of civil society, local officials, and the media to conduct effective democratic oversight. DCAF did this by training and advising national partners and organizing regional multi-stakeholder conferences to exchange experiences and best practices. The conference in Mali on Citizen Participation in Security Governance resulted in 20 recommendations, including the need to move away from a security-only approach, and greater involvement of women and youth in security governance.



Strengthening private sector accountability

DCAF works with governments and communities to help ensure that private security companies respect the human rights of the communities in which they operate. In Peru, we supported local partners to do a study on the use of force by private security companies. It is being used as the basis for a new policy under the auspices of the country's National Action Plan on Business and Human Rights. Following a period of civil unrest, 2023 saw the reinvigoration of the Cusco Working Group, one of the DCAF-supported multistakeholder groups that bring together mining companies, local leaders, and civil society groups around the Voluntary Principles on Security and Human Rights (VPs). The Cusco Working Group visited local mining areas to meet with miners and authorities, and then brought their experience and observations to the VP Working Group in Lima to inform policy discussions taking place at the national level.



Improving policing through more gender equality

DCAF and the Honduran National Police have been working together for over five years to improve gender equality within the institution. The Police Gender Policy, approved in 2022, paved the way for the Police University to request that DCAF co-design its first Gender Equity Diploma. In 2023, the new diploma became part of the standard police curriculum and was used to train about 4000 officers in the 36 police districts across Honduras.

Thanks to DCAF, we have improved our internal processes to give a better response to citizens so they can report bad police practices to our institution.

Silvia Marcela Amaya Escota

Executive Director, Interdisciplinary Affairs, Honduran National Police

Key moments



Restaffing of DCAF's office in Kyiv

Returning to a day-to-day presence in Ukraine has restarted conversations with DCAF's partners and led to new collaborations on International Humanitarian Law, military justice, and security legislation.



A growing movement for good private security governance

DCAF's Mozambique partner, the Center for Democracy and Human Rights, became a member of the International Code of Conduct Association, joining the call for more accountability of private security companies.



Operation "ARTEFAKT" at border crossing points

With support from DCAF, officers from Albania, Bosnia and Herzegovina, Croatia, and North Macedonia worked together on a cross-border operation to detect and prevent illicit trafficking of historical artifacts.



Strengthening internal controls

DCAF facilitated technical training for officers on internal control and risk management to support better accountability and oversight in Madagascar's Ministry of National Defense.



Launch of communal consultative security committees

Six committees were launched in Bamako, Mali, after DCAF partnered with the SSR Commissioner's office to help mayors and administrative agents bring the concerns of local communities to the regional level.

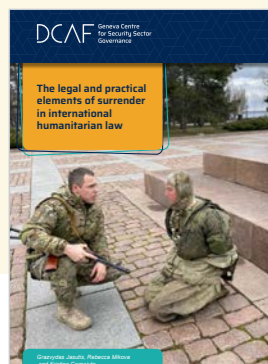


Putting the Voluntary Principles on Security and Human Rights into action

A series of national consultations in the Democratic Republic of Congo brought together government, private sector, and civil society to elaborate a National Action Plan on security and human rights around mines and oil and gas sites.

Resources

find more at dcaf.ch/resources



International Humanitarian Law

The rules for managing surrender of combatants during armed conflict



Response to war crimes

Supporting soldiers to identify and gather evidence for war crimes prosecution



Gender equity

Analysis of the successful first institutional gender policy in Honduras



Military justice

An introduction to the fundamentals of an effective military justice system



Use of Force

Improving the accountability of police and law enforcement



Police reform

The transformational journey of the Gambia Police Force



Trust building

A mini-documentary series about security sector reforms in North Macedonia

Influencing

Since its founding in 2000, DCAF has taken a leading role in shaping the understanding of the process and dynamics of security and justice reform and its centrality to the creation of peace and sustainable development. We exert this influence in many ways. DCAF's research and analysis informs the creation and evolution of international norms, standards, and best practices. We support national governments and multilateral institutions such as the African Union, the United Nations, and the Organization for Security and Co-operation in Europe to align their SSG/R policies and practices with these global standards. And we play a convening role, bringing together security and justice actors, policy makers, and citizens, to share experiences, discuss security needs, and identify better responses to current and emerging security challenges.

Convening multistakeholder dialogues to support pathways to peace

In 2023, DCAF continued facilitating dialogue on security-related issues in Yemen through regional consultations with representatives of local tribes, security institutions, civil society organizations, and donor states. In the years since the 2021 coup d'état in Myanmar, DCAF has facilitated discussions and trainings for over 750 representatives of the exiled National Unity Government, the Committee Representing the Pyidaungsu Hluttaw, ethnic armed groups, civil society, donors, and international organizations. Convening these stakeholders to discuss their security and justice needs, especially for women, youth, and other vulnerable populations, helps to lay the groundwork for a potential future peace process.





Fostering change through ongoing training and collaboration

With local partners, DCAF led a group of participants from the Georgian security sector through a professional development series that built their knowledge and fostered collaboration on gender equality across five security institutions. Seven months later, more women were being selected for trainings; gender issues were integrated into training materials; and a cross-institutional working group was formally established to support gender mainstreaming across the security sector. Additionally, DCAF facilitated a Women's Leadership Programme for the Ministry of Defence, which shifted perceptions about women's leadership. A participant in the programme became the first female commander of an infantry company in the Georgian Defence Forces.



Creating effective legal and policy frameworks for SSG/R

In 2023, DCAF opened its newest field office in Chișinău, Moldova. To kick off a new three-year project we organized two national conferences with representatives from the Parliament, the Supreme Security Council, the Ministry of Internal Affairs, the General Police Inspectorate, civil society groups, and the international community. They discussed citizens' security needs, national priorities, and strategic planning in security and home affairs. Throughout the year, DCAF provided guidance on draft laws and policies governing the security and intelligence services, and expert inputs to national fora and closed-door discussions that fed into the development of the Moldovan National Security Strategy. We also supported the successful implementation of the Moldovan National Action Plan on the Women, Peace, and Security with guidance on how to improve its monitoring and evaluation.



A model for success: peer exchange on judicial training

In North Macedonia, DCAF has supported the national Academy for Judges and Public Prosecutors to update judicial training to align with European Union standards. In 2023, we brought members of the Academy to share their approaches and experiences with their counterparts in Spain, which was identified as having an exceptional model for the design and delivery of judicial training. Following the visit, the Academy from North Macedonia identified best practices and recommendations to improve its training courses. These included introducing social and non-legal skill development for judges, and new methods for conducting mock trials, which are a key tool in judicial training. DCAF is helping the Academy to apply these lessons learned.



Helping governments improve regulation of private security and military companies

The globally recognized Montreux Document, which turned 15 this year, outlines the legal obligations of governments to regulate the conduct of private military and security companies (PMSC). DCAF is the secretariat of the Montreux Document Forum and in 2023 we helped Romania become a member alongside 58 other countries and three international organizations. DCAF also continued our support to national counterparts in Niger, Tunisia, and Palestine to revise national legal frameworks that govern private security companies to ensure they align with international law and human rights standards.



Working with the private sector to protect human rights

In Japan, Keidanren, a national business association of nearly 1500 companies and over 100 industrial associations, integrated the DCAF-ICRC Security and Human Rights Toolkit as a key reference for its members. In Asia-Pacific, Ipieca, the global oil and gas industry association, for the first time engaged with DCAF on responsible security management in conflict-affected areas. In Mozambique, DCAF and our partner visited Gemfields' ruby mine site. It was the first visit to a conflict-affected area to meet with the company and better understand how it manages security challenges with artisanal and small-scale miners.

Your participation and partnership are instrumental in advancing our new United Nations' vision on security sector reform and governance outlined in the third report of the Secretary-General on Security Sector Reform.

Daniël Prins

Chief, Security Sector Reform Unit
Office of Rule of Law and Security Institutions
UN Department of Peace Operations

Key moments



DCAF Days in Brussels

In this year's annual conference, DCAF convened with European Union member states and institutions to discuss the EU's perspective on the trends and emerging geo-political challenges to SSG/R, especially in terms of the war against Ukraine.

UN Security Council briefing on SSR

In March 2023, Council members reviewed the 2022 Secretary-General's report on strengthening security sector reform in the UN system. The Swiss Permanent Representative to the UN, Pascale Baeriswyl, cited DCAF's work as the cornerstone of her country's commitment to SSG/R.



International Forum on Sustainable Mineral Supply Chains

DCAF had the rare chance to address Chinese companies at the Forum in Chengdu about responsible business conduct. We presented multi-stakeholder approaches to address the security and community impacts of Chinese companies operating in high-risk contexts and countries.



Geneva Peace Week meets New York

DCAF joined the community of international peacebuilders gathered in New York to expand on proposals in the UN's New Agenda for Peace, a vision for multilateral efforts for greater peace and security.



Building a climate for peace

At the Berlin Climate and Security Conference, DCAF hosted a roundtable discussion on the threats to peace and security posed by climate change and environmental risks, and how the security sector can play a more effective role in addressing them.



15th International Conference of Ombuds Institutions for the Armed Forces

Co-hosted by DCAF and the Austrian Parliamentary Commission, the conference convened representatives of ombuds institutions from 40 countries to share experiences and discuss policy responses to the impact of climate change, mental health, and defense reform on armed forces personnel.

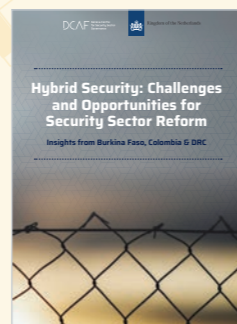
Resources

find more at dcaf.ch/resources



Donors Talk podcast

Experts discuss issues of importance to donors supporting security and justice reforms



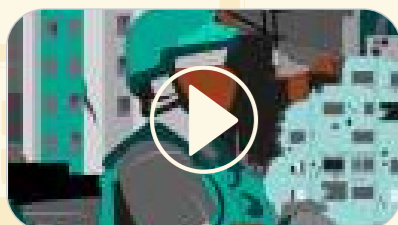
Hybrid security

Challenges and opportunities for security sector reform



Women who have shaped SSG/R

Meet Sorcha MacLeod, an academic expert on private security and human rights



Private military and security regulation

Improving policies and laws to ensure PMSCs protect human rights



Gender & Security Toolkit

Practical tools and guides to promote gender equality



Citizen participation in security governance in West Africa and the Sahel

DCAF brought together partners and stakeholders from across the region to discuss people-centred security, such as the role of vigilante groups in the state security architecture, and the differences between community policing and traditional policing.

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 multi-donor funds that address geographic and thematic priorities and are designed to provide rapid, agile assistance in the most efficient and cost-effective way possible.

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

ISSAT provides tailored strategic and operational support on request to international and multilateral actors who are members of our International Partners' Group. We help reinforce their individual and collective efforts to improve national security and justice reform processes. In 2023, the core donor members were Austria, France, Germany, Ireland, the Netherlands, Slovakia, Sweden, Switzerland, and the United Kingdom. Additional members were Canada, Denmark, Estonia, Finland, Norway, Belgium, 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.

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 EuroAtlantic 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 2023 were Switzerland, Sweden, the Netherlands, and the European Union.

Security and Human Rights Implementation Mechanism (SHRIM)

The SHRIM supports 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 2023 were the United Kingdom, Switzerland, the Netherlands, and the Thomson Reuters Foundation.

Trust Fund for North Africa (TFNA)

Established in 2012, the TFNA is designed to help prevent and address risks of instability, fragility, and violence in the North Africa region. In 2023, it provided flexible, rapid support to SSG/R initiatives of local governments, parliaments, security institutions, civil society, and communities in Egypt, Libya, Morocco, and Tunisia. Members of the TFNA included France, Germany, Luxembourg, the Netherlands, Belgium, and Switzerland.

We trust DCAF and we see DCAF as the most important partner to accompany the Ministry of Interior's reflection process on accountability related issues. This is because DCAF not only hears us but genuinely listens to our real demands and concerns.

Official from the Tunisian Ministry of Interior

Our culture

DCAF fosters an organizational culture that is positive, inclusive, and engaging for staff members. Below are some of the key activities that marked the year.

Mentoring programme

Together with the other two Swiss-funded Geneva centres dedicated to international security and peace, we launched a mentoring programme that mixes and matches staff from different backgrounds and areas of expertise. Fifty staff members from DCAF, the Geneva Centre for Security Policy, and the Geneva International Centre for Humanitarian Demining were paired as mentors and mentees. Over the course of a year, they will develop specific skills and knowledge to support their professional and personal growth.

Environmental sustainability

Climate change is one of the biggest challenges, if not the biggest challenge, of this century. DCAF sees the damaging impact of the climate crisis on the security of men, women, boys, and girls in many of our partner states. We are increasingly working on climate security and the many linkages between climate change and SSG/R, but change starts from within. In 2023, we released DCAF's eight climate and environmental commitments. At the core of them is a reduction in our emissions by 50% by 2030 without purchasing carbon offset credits.

Setting our course for the next five years

DCAF launched its new strategy development process with a series of consultations involving staff in Geneva and our field offices, partners, donors, and external experts. The new strategy will cover the period 2025-2029. It will help us navigate the fast-changing world and growing challenges to democratic governance and multilateralism, and ensure we maintain a sharp focus on supporting people-centred reforms and good security governance.

Well-being at work

Maintaining a respectful, positive, and inclusive working environment where all staff members can thrive and succeed is a priority for DCAF. In 2023, we invested in improving prevention and management of a range of work-related issues that arise in any professional environment. In addition to skill building workshops, staff engaged in consultations as part of the process of updating internal policies to support well-being at work.

Sustainable Development Goals at the heart of our work

Peace and security create the foundation for sustainable development. To support the success of the 2030 Agenda, DCAF designs and monitors our projects to contribute to SDG 16 (creating peaceful and just societies by building strong institutions). In 2023, we also conducted programming and produced SDG-specific policy recommendations with a special focus on SDG 5 (gender equality) and SDG 13 (climate action).

Commitment to gender equality

In line with Director Nathalie Chuard's International Gender Champion Commitments for the year, DCAF created an internal Gender Focal Point Network that stretches across all our teams. More than just departmental representatives, they are committed change agents who provide dedicated support to gender mainstreaming efforts throughout our programmes and projects, and help enhance institutional learning.

Our offices



Addis Ababa, Ethiopia



Bamako, Mali



Banjul, The Gambia



Beirut, Lebanon



Belgrade, Serbia



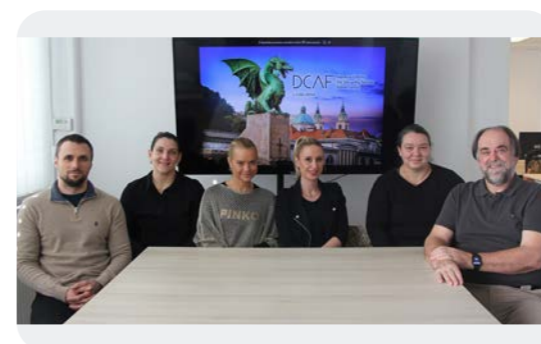
Brussels, Belgium



Chişinău, Moldova



Kyiv, Ukraine



Ljubljana, Slovenia



Niamey, Niger



Ouagadougou, Burkina Faso



Ramallah, Occupied Palestinian Territory



Skopje, North Macedonia



Tegucigalpa, Honduras



Tripoli, Libya
(temporarily operating from Tunisia)



Tunis, Tunisia



Geneva, Switzerland

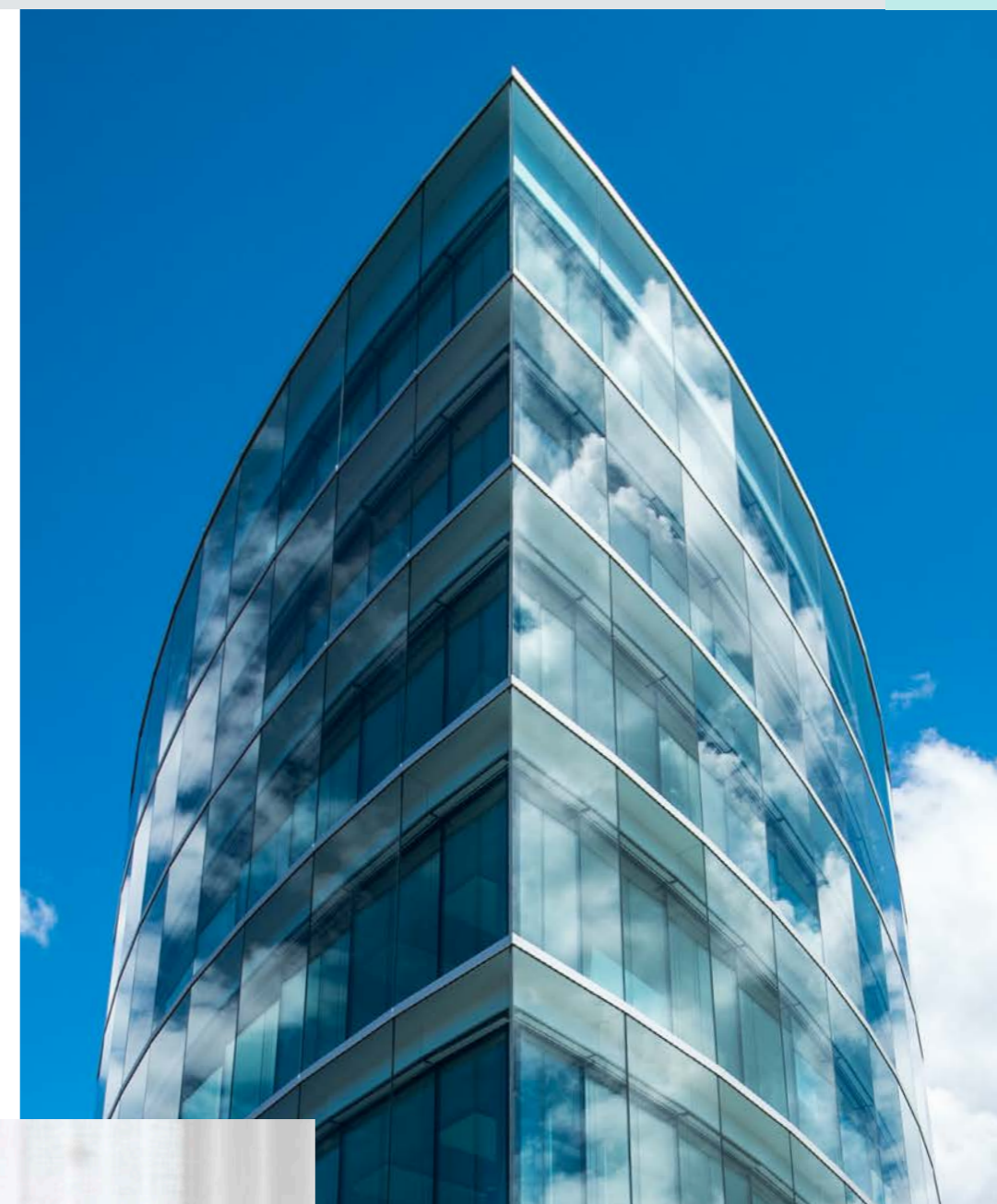


Foundation Council

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 2023, it included 43 members representing 40 countries and the Canton of Geneva. We encourage all states who are interested in, or wish to support our work, to join our Foundation Council.



Armenia, Austria, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Burkina Faso, Burundi, Canada, Colombia, Côte d'Ivoire, Cyprus, Czech Republic, Finland, France, The Gambia, Georgia, Germany, Hungary, Italy, Liechtenstein, Lithuania, Luxembourg, Mali, Malta, Mexico, Mongolia, Montenegro, Niger, North Macedonia, Poland, Portugal, Slovakia, South Africa, Spain, Sweden, Switzerland, Tunisia, Ukraine, United Kingdom, and the Canton of Geneva.



We have been fortunate to have Kirsi Henriksson as President of the Foundation Council since June 2020. She has brought a wealth of expertise in good governance of the security sector, with a focus on international peace operations. In 2024, she will pass on the presidency as she takes on a new role at the European External Action Service (EEAS). We are grateful for President Henriksson's dedication and many contributions to DCAF and wish her all the best for the future.

DCAF Geneva Centre
for Security Sector
Governance

Maison de la Paix
Chemin Eugène-Rigot 2E
1202 Geneva
Switzerland

+41 22 730 94 00
info@dcaf.ch
www.dcaf.ch

DCAF, 2024
Users may copy and distribute
this material provided that
DCAF is credited.
Not for commercial use.
To cite this publication:
DCAF - Geneva Centre for
Security Sector Governance,
Annual Report 2023.

Contributors

Dominic Collins
Valérie Gatellier
Julia Klever
Yury Korobovsky
Katie Maloan

Editors

Maritie Gaidon
Quade Hermann

Layout

Nicola Dotti

Photo credits

Cover picture: Nicolas Rémené
p.7 (middle): Olivier Chamard
p.9 ("A focus on security..."): UN Photo/Manuel Elías
p.11 (right): Nicolas Rémené
p.13 ("A growing movement..."): CDD
p.17 ("UN Security Council..."): UN/Manuel Elías
("Building a climate..."): Jan Rottler/adelphi
("Citizen participation..."): Nicolas Rémené
p.21 (Kirsi Henriksson): Maria Santto / CMI
(Maison de la Paix): A. Amigo
All other photos: DCAF

Find and follow us:

