



Promoting Good Governance of the Security Sector

DCAF Annual Report 2016



DCAF
a centre for security,
development and
the rule of law

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Foreword

I am pleased to present DCAF's 2016 Annual Report, *Promoting Good Governance of the Security Sector*. This was a crucial year for DCAF, as the organization transitioned to a new leadership and embarked on a process of refining its strategic focus, modernizing its business model and clarifying its patterns of engagement – thematically, geographically and in terms of institutional partnerships.

It was also a challenging year for many of our operational activities across the globe, through which we promote good governance of the security sector. The number of violent conflicts has increased, relations among major powers have deteriorated, defence spending has surged, while governance and human rights concerns have given way to hard security considerations in many contexts. Furthermore, the principle of democracy itself was under renewed pressure, faith in multilateralism reached an all-time low and core institutions of global governance were being further weakened. It is evident that global demand for measures to improve security sector governance (SSG) through security sector reform (SSR) will further increase.

In the past couple of years, unprecedented efforts were made to respond to our new global

security challenges. The Member States of the United Nations (UN) adopted the 2030 Agenda for Sustainable Development, which has bridged the gap between peace, security and development. Particularly significant for DCAF's work is Sustainable Development Goal 16 related to peace, justice and accountable and inclusive institutions.

I am delighted to lead DCAF through these challenging times. As a matter of priority, I intend to further enhance the impact of our operations across the globe, first and foremost in fragile contexts where SSG continues to be weak and where the need for SSR is particularly strong. The wealth of experience and expertise that DCAF can contribute towards this goal puts us among the world's leading organizations in this field.

Also, I wish to further develop and strengthen our relationship with all our external stakeholders, including our Foundation Council members and other national and international partners. I would like to reinforce DCAF's commitment to the principles of results-based management (RBM) and the highest standards of transparency, integrity and accountability, including through the planned transition towards reporting against the International Aid Transparency Initiative (IATI) Standard.



Photo: Panos/Tommy Trenchard

I have begun to modernize DCAF's organizational and operational structure so as to allow the organization to cluster our competencies and better align them with our strategic objectives, adjust our business processes, improve external communication and use our human and financial resources more effectively, efficiently and sustainably.

I would like to take this opportunity to thank all of DCAF's staff. Their skills, experience, continued hard work and dedication to improving DCAF's impact on the ground are invaluable. They are the main reason why DCAF benefits from such a strong international reputation.

With this report, I would like to invite our current and future partners to further enhance our joint efforts to promote SSG through SSR. The report outlines DCAF's work in 2016, ranging from support to our national partners and assistance to bilateral and multilateral actors to contributions to global policy development. It highlights challenges that are particularly relevant to our work, and it suggests measures to successfully meet these challenges in the year ahead.



Thomas Guerber
DCAF Director, Ambassador

DCAF in numbers

supporting **national**
and **international**
partners in

74 **countries**
worldwide



Western Europe

- Austria
- Belgium
- Denmark
- France
- Germany
- Ireland
- Luxembourg
- Norway
- Slovakia
- Spain
- Sweden
- Switzerland
- Netherlands
- United Kingdom

Southeast Europe

- Albania
- Bosnia and Herzegovina

- Bulgaria
- Kosovo*
- Macedonia**
- Moldova
- Montenegro
- Romania
- Serbia

Eastern Europe, South Caucasus, Central Asia

- Armenia
- Azerbaijan
- Georgia
- Kyrgyzstan
- Moldova
- Mongolia
- Tajikistan
- Ukraine

Middle East & North Africa

- Egypt
- Jordan
- Lebanon
- Libya
- Morocco
- Occupied Palestinian Territory
- Syria
- Tunisia
- Yemen

Sub-Saharan Africa

- Burkina Faso
- Central African Republic
- Republic of the Congo
- Côte d'Ivoire

- Democratic Republic of the Congo
- Ethiopia
- Gabon
- Guinea-Bissau
- Kenya
- Liberia
- Madagascar
- Malawi
- Mali
- Niger
- Nigeria
- Senegal
- Sierra Leone
- Somalia
- Uganda
- Zimbabwe

Asia-Pacific

- Cambodia
- Fiji
- Myanmar
- Philippines
- Thailand

Americas

- Canada
- Chile
- Colombia
- Costa Rica
- El Salvador
- Guatemala
- Haiti
- Peru
- United States

*The Kosovo Assembly declared the territory's independence on 17 February 2008. While 37 member states of the DCAF Foundation recognize the independence of Kosovo as of the date of the publication of this report, 25 member states do not, and continue to refer to Kosovo in the framework of UN Security Council Resolution 1244.

**Referred to for all purposes within the EU, NATO, OSCE and the UN as "The former Yugoslav Republic of Macedonia".

established in
2000
by the Swiss Government



revenue 2016

CHF 24 million



171

staff members



59% WOMEN

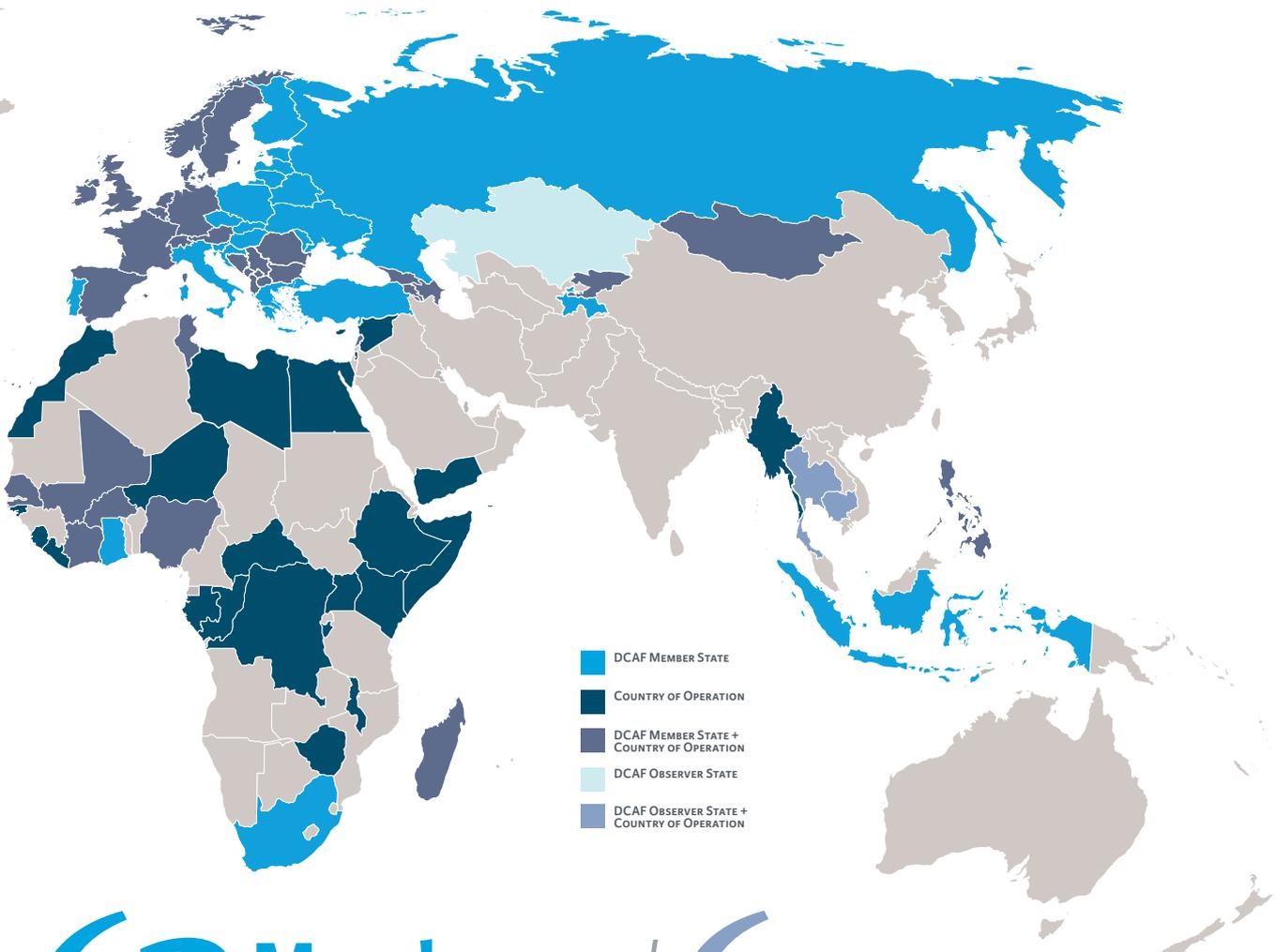


MEN **41%**



40

nationalities



62 Member States* and **6** permanent observers

* The Canton of Geneva is also a member of the DCAF Foundation Council, in addition to the 62 Member States.



DCAF at a glance

DCAF is dedicated to improving the security of states and their people within a framework of democratic governance, the rule of law and respect for human rights. Through its work, DCAF contributes to making peace and development more sustainable. DCAF assists partner states, and international actors supporting these states, to improve the governance of their security sector through inclusive and participatory reforms based on international norms and good practices. DCAF creates innovative knowledge products, promotes norms and good practices, provides legal and policy advice and supports capacity-building of both state and non-state security sector stakeholders.

DCAF's Foundation Council comprises 62 Member States, the Canton of Geneva and six permanent observers. With operational activities in more than 70 countries, DCAF is recognized internationally as one of the world's leading centres of excellence for SSG and SSR. Headquartered at the Maison de la Paix in Geneva, DCAF also has field offices in Beirut, Brussels, Ljubljana, Ramallah, Tripoli and Tunis. DCAF employs more than 170 staff with a broad range of expertise, from over 40

countries. In all its activities, DCAF is guided by the principles of neutrality, impartiality, local ownership, inclusive participation and gender equality.

DCAF pursues three main avenues of work: directly supporting national partners, assisting international actors and contributing to international policy development.

Many states seek support from DCAF to design and implement inclusive and participatory reforms aimed at enhancing the effectiveness and accountability of security provision. DCAF's work with national partners succeeds because its activities are driven by respect for national ownership, in-depth knowledge of local context and comparative experience from different regions. Currently active in six regions, DCAF continues to develop its work in these regions with a particular focus on fragile contexts and an emphasis on sub-Saharan Africa. → ***"National partnerships for better security and justice provision"*** (pp. 17-29)

Security and justice reforms are often carried out with extensive support from international actors, either through bilateral donor assistance or in the framework of cooperation with multilateral organizations. Helping bilateral and multilateral actors become better international



partners in supporting SSR is a core dimension of DCAF's work. DCAF has expanded its work with multilateral organizations, particularly with the UN system and regional organizations in Africa, the Euro-Atlantic area and Latin America. → ***“Strengthening global support for better security sector reform” (pp. 31-37)***

A renowned think tank in the fields of good governance and security policy, DCAF makes meaningful contributions to international discourses and policy initiatives on development, peace and security. It uses its vast operational experience and global presence to distil and disseminate cutting-edge knowledge that facilitates the elaboration of norms, standards and good practices for improving Security Sector Governance and Reform (SSG/R). Apart from its traditional focus on SSG/R, DCAF has recognized competency in the areas of gender and security, as well as private security governance, and continues to explore relevant emerging themes. → ***“Driving innovation in policy and practice” (pp.39-45)***

Four global challenges – particularly relevant for DCAF's work in the year ahead – are discussed in more detail below:

- The implementation of the 2030 Agenda for Sustainable Development, particularly those

Security Sector Governance (SSG) and Security Sector Reform (SSR)

Good SSG describes how the principles of good governance apply to security provision, management and oversight by state and non-state actors. The principles of good governance are accountability, transparency, the rule of law, participation, responsiveness, effectiveness and efficiency. Good SSG means that the security sector provides state and human security, in an effective and accountable manner, within a framework of democratic civilian control, the rule of law and respect for human rights.

SSR is the political and technical process of improving state and human security by making security provision, management and oversight more effective and more accountable. The goal of SSR is to apply the principles of good governance to the security sector. The security sector is composed of all the structures, institutions and personnel responsible for security provision, management and oversight.

goals and targets aimed at building “peaceful, just and inclusive societies”;

- The contribution of SSR to the prevention of violent conflict within the context of the Sustaining Peace agenda;
- The strengthening of fundamental principles of SSG and SSR in the face of unprecedented challenges to democratic governance;
- The need to emphasize the protection of human rights and respect for the rule of law in the response to violent extremism.



Creating a safer environment for sustainable development

The year 2016 witnessed the first steps of implementing the most ambitious global agenda for sustainable development ever created. Peace, justice and inclusiveness are a recurring and cross-cutting theme across the 17 Sustainable Development Goals (SDGs) that encompass the UN's ground-breaking 2030 Agenda. SDG 16 calls for “peaceful and inclusive societies for sustainable development”, “access to justice for all” and “effective, accountable and inclusive institutions at all levels”. This commitment to safety and well-being is mirrored in SDG 5 on reducing violence against women and girls, and in SDG 11 on creating resilient, safe cities.

The SDGs reiterate the well-known overlap and interdependence of security, development and human rights in an innovative framework that is unprecedented in its ambition and scope. This universal 2030 Agenda is a commitment for all states to provide updates on their national implementation of the SDGs. All states are thus responsible for delivering on their obligations to provide safety and justice for their people. In meeting its obligations, every state will need to redouble its efforts to ensure security providers are subject to the principles of good governance.

By emphasizing the need for more inclusiveness and sustainability in various spheres of society, the UN 2030 Agenda is a clear confirmation of the importance of SSG/R for development. SSR aims to improve state and human security by making security provision, management and oversight more effective and more accountable, within a framework of democratic civilian control, the rule of law and respect for human rights. By improving the abilities of both state and non-state actors to prevent and manage conflict in the long run, SSR is a unique tool for achieving SDG 16 and related goals.

Linking development and peace

To implement the SDGs, every country needs to promote the principles of good governance in state and non-state security provision. This means bringing a development lens to security. The SDGs recognize that efforts to better align human and state security through SSR can be a catalyst for wider socio-economic change. By expanding the inclusiveness of the security sector, SSR contributes to a society where “no one is left behind”. DCAF's commitment to local ownership and gender equality is



demonstrative of this principle. SSR provides a way to address the poor security provision that has sown deep-seated grievances and fuelled conflict and fragility across a wide range of contexts. By making these connections between social, political and economic exclusion and the root causes of conflict visible and explicit, the SDGs have the potential to become a powerful global framework for linking sustainable development and sustaining peace.

Implementing SDG 16+

As 2017 marks the second year of implementation of the SDGs, the demand for coherent national strategies based on data-driven evidence is stronger than ever before. With aspects of peace, justice and inclusiveness featured in at least nine goals beyond SDG 16, indicators focusing on violence reduction, responsive public services and high standards of integrity therefore demand that security institutions aspire to new heights of performance.

Working towards the ambitions of the 2030 Agenda thus provides an unprecedented opportunity for a more holistic implementation of SSR, linking

inclusiveness and effectiveness of the security sector to sustainable development and peace. Yet the causal links between these “SDG 16+” targets and indicators remain underexplored in policymaking circles and academic research.

DCAF’s broad and deep experience in reforming security and justice institutions makes it uniquely qualified to fill these critical gaps in the knowledge and practice of SSG/R. Building on this experience, DCAF stands ready to support national, regional and global partners to increase the impact of their actions in implementing the 2030 Agenda.

Applying an SSG perspective

In 2016 DCAF engaged in advocacy and outreach to reinforce state support to the SDGs. It also contributed to the international policy debate on the SDGs by developing knowledge products on approaches, experiences and challenges in addressing the SDGs within the context of SSG/R support.

In 2017 and beyond DCAF will focus its policy and research work on relevant aspects of SDGs 5, 11 and 16, in close collaboration with partner organizations from International Geneva and elsewhere.

Prioritizing prevention for sustaining peace

As highlighted by the United Nations Secretary-General, the international community often spends more time and resources responding to crises than preventing them. The Sustaining Peace agenda has emerged as a new approach to preventing the outbreak, continuation and recurrence of conflict. It marks a clear break from the past when efforts to build peace were mainly limited to post-conflict contexts. This development thus requires a comprehensive approach across the peace continuum, from prevention through peacemaking to peacekeeping and longer term development.

Recent UN resolutions on sustaining peace recognize that accountable and effective security sectors are critical to consolidating peace and stability, for dysfunctional and politicized security sectors are often major drivers of conflict. SSR can help sustain peace by ensuring that security institutions are capable of and accountable for the protection of the people. It builds and strengthens institutions through robust legal and regulatory frameworks, efficient and accountable management structures and appropriate training and

equipment. Strengthening security sector accountability, participation, transparency, fairness and effectiveness will therefore be core priorities for sustaining peace.

Strengthening resilience

The call for a more comprehensive vision of sustaining peace offers the opportunity to reassess conventional approaches to reform. Through a lens of prevention, it will be necessary to further reflect on how to build the resilience of societies and address legitimate social grievances to prevent crises from escalating and conflicts turning violent. This requires a deeper understanding of the drivers of conflict and the potential role that the security sector can play, as either a source for peace or a cause of instability. It also requires accepting the fundamentally political nature of SSR, a process that provides a framework in which important questions about power and exclusion are addressed at both national and local levels.

Inclusive national ownership of reform is the only basis from which SSR can succeed in sustaining peace, with efforts made



through local dialogue in support of national reconciliation efforts. Negotiating new arrangements for state and human security is integral to this process, and such dialogue must engage a broad and representative range of stakeholders from the bottom up. In supporting such dialogue, DCAF's commitment to national ownership acknowledges the reality that the most important peacemakers and peacekeepers are those who have to deliver peace and security every day in their own communities.

Sustaining peace through SSR

Making the most of external support to SSR as a strategy for sustaining peace will require acknowledgement by international actors that SSR is not a short-term endeavour. While recognizing that the format, resources and programming for reform will be unique to each context, external support needs to be extended across the entire peace continuum. The international community's support to SSR will also require efforts to further integrate peace, sustainable development and human rights if it is to meet the pressing need to

address root causes of conflict and prevent its re-emergence.

DCAF's track record and results in 2016 clearly demonstrate that its SSR efforts bring together human rights, security and development. DCAF's SSR programmes have addressed various drivers of violent conflict, including gender inequality, domestic instability, illegitimacy of institutions and political exclusion. For instance, DCAF continues to support the Economic Community of West African States (ECOWAS) in the implementation of its SSG/R Framework, which is considered an important tool for sustaining peace in West Africa. Similarly, DCAF's support in enhancing the governance of security structures and arrangements in border regions facilitates better information sharing and the identification of early warning signs that can contribute to preventing violent conflict.

During 2017, DCAF will continue to build on its work in addressing the drivers of conflict through support to national reform processes, as well as strengthening its policy contributions to the Sustaining Peace agenda by emphasizing the role SSR plays in preventing violent conflict.

Overcoming the challenges to democratic governance

In 2016 the credibility of democracy faced renewed pressure on the global stage. In the face of increased security threats and socio-economic pressures, previously uncontested norms of democratic governance are being challenged in multiple contexts. At the domestic level, controversial legislation and constitutional amendments have directed the instruments of democratic governance towards anti-democratic purposes, at times leading to political or electoral violence. In some cases the very same elections that were meant to provide a durable alternative to violence triggered relapses into violent conflict. Populism has re-emerged to threaten the social contract in consolidated democracies of the Global North and democratic reversals and crises of governance have become more common.

Perceptions of failure

On the international level, faith in multilateralism has reached an all-time low and core institutions of global governance are facing increasing pressure. The viability of peace and state-building efforts in fragile contexts has been called into question, and therewith

the usefulness of SSR in peace operations. Intervention fatigue across multiple theatres of international conflict has fed perceptions of failure and a general scepticism towards the idea that concerted international efforts can counter fragility, sustain peace or instil democracy. Emphasis on stabilization as a goal for post-conflict contexts has lowered the benchmark of success from the pursuit of democratic freedoms and the protection of human rights to the reduced goal of law and order based on military force.

Risks of security assistance

Heightened scepticism towards the promotion of democracy within the security sector has led to more international actors turning to “train-and-equip” approaches to security assistance that promote technical modernization without concurrently placing effective democratic controls on the use of force. Security assistance of this kind privileges militaristic responses to political disorder, often pursuing the national security priorities of donor countries. The domestic consequences of “train-and-equip” programming can be far reaching and sometimes catastrophic. By fostering exclusionary security practices, entrenching autocratic regimes and



Photo: Shutterstock.com/roibu

ignoring human rights abuses, security assistance without democratic governance can fuel social and political grievances that may fester for years to come.

Considerable evidence, including from DCAF's own experience, has shown exactly why the erosion of democratic governance of the security sector is dangerous. Politicized security sectors and exclusionary security governance are well-known root causes of domestic and international conflict. Neglecting the basic democratic principles of inclusive and representative governance, the rule of law and respect for human rights brings people and security forces towards more frequent confrontation. Hard-won experience in many contexts has also shown that dysfunctional governance in the security sector undercuts development and contributes to conditions that foster political violence.

A renewed focus on democracy

A renewed focus on the principles of democratic governance has become a necessity of our times. DCAF has a key role to play in promoting greater accountability, transparency, inclusiveness and equality in security provision. Yet, precisely because the need to pursue

this mission of strengthening democratic governance has never been more pressing, the challenges for DCAF have never been so great.

Overcoming these challenges will be a core strategic focus for DCAF in 2017. In particular, DCAF will look to maximize its deep repository of experience and knowledge to demonstrate that making governance of the security sector more democratic continues to be a viable and necessary priority for national and international stakeholders.

One example of DCAF's efforts in strengthening democratic governance in 2016 is its work in Armenia, which aimed to improve police interaction with democratic institutions and civil society, enhance transparency and accountability of the police and mainstream gender in policing practice. In Southeast Asia, DCAF continued its support to the Inter-Parliamentary Forum on Security Sector Governance (IPF-SSG), which provides a regional platform for sharing experience on good practices of democratic SSG among members of parliament. In 2017 DCAF will continue its support to the development of a complaints mechanism to allow Palestinian citizens to register their complaints against security forces, as well as its assistance to Myanmar to enhance parliamentary oversight of the police.

Preventing violent extremism through human rights and the rule of law

Since the 9/11 attacks and their aftermath, preventing and countering violent extremism has come to the fore among the security concerns of many international actors. This trend consolidated in 2016 with further destabilization in the Middle East, North and West Africa, the Caucasus, South Asia and other regions, all of which was further accentuated by the terrorist attacks in Europe. Cycles of conflict have become entrenched, creating fertile ground for extremist groups to expand. Moreover, social media and wireless technologies have facilitated the spread of violent ideologies across borders, which is taking place with unprecedented speed and beyond the reach of a single government. As a result, the perception of risk from extremist violence among peaceful citizens and political leaders has increased significantly around the world.

The international community has increasingly recognized the need for more preventive and inclusive approaches to acting against violent extremism. However, the differences between “counter-” and “preventive” strategies often remain more political and semantic than operational. Moreover, there is significant disagreement among states, civil society and

the research community on how to conceptualize and respond to challenges posed by violent extremism and terrorism. Where some point to an omnipresent existential threat that must primarily be met by more effective law enforcement, others observe that repressive state action infringing human rights actually contributes to an increase in violent extremism.

Strategies for inclusiveness

The broad range of responses to violent extremism corresponds to the complexity of the root causes and mechanisms that mobilize individuals to engage in violence. A decade of concerted research has revealed that social, economic and political exclusion feeds extremist narratives. Hence, if they are to be successful, counter-extremism and counter-terrorism policies must be embedded within overarching strategies for socio-economic development and political inclusiveness.

As an instrument of the state’s response to the threat of violent extremism, the security sector is a defining element in whether these strategies have positive or negative effects. On the negative side, security responses that dismiss human rights and corruption concerns risk alienating the very people they are trying



to protect or deradicalize. On the positive side, emphasizing the protection of human rights and respect for the rule of law in responses to violent extremism can help alleviate the grievances that may contribute to radicalization in the first place, as well as provide a compelling alternative narrative to that promoted by radical voices. Moreover, a responsive, inclusive and accountable security sector is better able to engage with the community when the community itself is a key player in identifying potential threats and preventing radicalization.

Human-rights-based approaches

By promoting a culture of accountability and the provision of responsive, people-centred security and justice, DCAF's work with security sectors around the world makes an essential contribution to addressing grievances that can become fertile ground for violent extremism. In 2016, for example, DCAF delivered training courses on modern standards of criminal justice and torture prevention to civil and military judges, public prosecutors and management staff in the Directorate-General of the Correction and Rehabilitation Centres in Gaza. Furthermore, DCAF supported Switzerland and the United Kingdom in

conducting an international human-rights-focused review of good governmental practices and lessons learned in the online prevention of and countermeasures to terrorism. On the basis of this review, recommendations will be developed in line with human rights-based approaches and methodologies to limit the appeal and use of online platforms to support violent extremism.

In 2017 DCAF will continue to draw on all the available expertise of its Member States and partners to develop innovative programmes to address the challenges of violent extremism. For instance, DCAF will work on a new programme on youth and security in Tunisia, aimed at strengthening the capacity of both civil society organizations (CSOs) and public authorities to better understand, communicate and respond to the security needs of young people. As the lack of trust between young citizens and public authorities can directly fuel violent extremism, the programme will contribute to promoting cooperation and dialogue between the two sides. Also, on behalf of the European Union (EU), DCAF Ljubljana will undertake the coordination of the Western Balkan Counter-Terrorism Initiative, which aims to address radicalization and violent extremism in the Western Balkan region.

National partnerships for better security and justice provision

Our work with national partners succeeds because inclusive national ownership drives everything that we do.

The paramount responsibility of every state is to provide security and justice for the nation and its people. Many states around the globe partner with DCAF to fulfil this responsibility by making their security and justice systems more capable and more accountable. In each context DCAF works to find ways in which state security services can overcome obstacles and provide better security that is fairer and more inclusive.

DCAF understands that generic reform models and one-size-fits-all approaches cannot do justice to the unique social, political and historical experiences of a nation. That is why DCAF works at the behest of national partners to craft tailor-made strategies for adapting the universal principles of good governance to local security challenges. DCAF's work with national partners succeeds because inclusive national ownership drives everything that we do. Offering guidance and options based on wide experience and a long track record of positive working relationships, DCAF supports its national partners in their own unique process of improving security and justice for both the state and its people.

Sub-Saharan Africa

The challenges posed by political fragility are especially acute in sub-Saharan Africa and contribute to the relatively high concentration of violent conflict there. Building on the results achieved in 2016, DCAF will further consolidate its thematic focus, methodological approaches and contextual know-how to strengthen good security governance in the region.

In 2016 DCAF continued to support state partners to improve their control, management and provision of security, with a particular focus on West Africa. DCAF supported the Malian Ministry of Security and Civil Protection to compile and disseminate more than 300 laws, policies and other legal documents on the roles and responsibilities of security forces. These efforts strengthened the existing legal and normative framework, providing a strong basis for legislative reforms. They also facilitated access to the legal framework of the security sector for the Malian population, including CSOs. In Niger, DCAF supported the Ministry of Interior to develop a new Code of Conduct to strengthen the internal accountability of the police and promote standards for professional behaviour and ethical conduct. The Code of Conduct reached more than half of the police force through print distribution, sensitization workshops and compliance training. In Senegal, DCAF collaborated with the Directorate of Studies and Legislation Control of the Ministry of Armed Forces to support the implementation of the Ministerial Gender Strategy.

“ Today, thanks to DCAF, I have met for the first time the civil society focal point of the Gendarmerie...

I have had the opportunity to talk with him, ask him questions, let him know about the work my organization does in facilitating dialogue between local communities and security officials in different parts of the country.”

– Amadou Maguiraga, Researcher, Malian Institute of Research and Action for Peace (IMRAP)

DCAF encouraged constructive and well-informed dialogue among state, security and civil society actors in the region. In sub-Saharan Africa, talking openly about security has sometimes been considered taboo. Empowering a better informed populace and developing more constructive dialogue between civil society and state security providers can energize state-society relations over security.

In Mali, DCAF’s support contributed significantly to ensuring that civil society was formally represented in the national SSR coordination mechanism established pursuant to the 2015 Algiers Agreement for Peace and



Strengthening the role of civil society actors in holding the security sector accountable

Photo: DCAF

Reconciliation in Mali. DCAF also organized training events to support Malian civil society, the National Human Rights Commission and the ombuds institution. In Liberia, DCAF worked with the national chapter of the Mano River Women's Peace Network (MARWOPNET) to reduce the risk of relapse into conflict, by strengthening community, and especially women's, participation in conflict prevention.

DCAF's provision of knowledge products for local and national actors directly supported efforts to improve security governance in sub-Saharan Africa. The Malian CSO Alliance pour refonder la gouvernance en Afrique (ARGA) reported using DCAF's *Civil Society Involvement in Security Sector Reform and Governance (Tool 6)* to raise awareness and train local members in the Segou, Mopti and Timbuktu regions.

DCAF also supported the launch of a regional civil society observatory and an online knowledge platform for private security governance for 20 CSOs from nine francophone African countries: Burkina Faso, Congo

Brazzaville, Côte d'Ivoire, the Democratic Republic of the Congo, Gabon, Guinea, Mali, Niger and Senegal. DCAF plans to expand this network to anglophone states in 2017.

DCAF's strong engagement in West Africa will continue in 2017, deepening existing partnerships. DCAF will further its support to Niger to strengthen the integrity and accountability of the police and enhance the capacity of democratic oversight bodies. Likewise, in Mali, DCAF will continue to advise the national SSR coordination mechanism, and will support the country's efforts to strengthen internal oversight of the security forces, institute legislative reforms, promote gender equality and increase civil society engagement.

DCAF endeavours to expand its support beyond West Africa. As part of this strategy, DCAF engaged extensively in 2016 with national authorities of its newest member, Madagascar, to support its SSR process. In 2017 this engagement will advance through a project to strengthen police accountability and integrity.

Middle East and North Africa

The Middle East and North Africa (MENA) region represents one of the most dynamic operational contexts for DCAF. Challenges vary enormously from country to country, but people across the region have similar demands for legitimate and accountable governments that provide effective and efficient services, including security. DCAF is supporting governments, parliaments, civil society and the media to develop democratic and accountable security institutions that deliver services to all. The aim is also to foster stability as a condition for development.

As part of its democratic transition process, Tunisia seeks to reform its security sector. DCAF is a key partner for change. In support of Tunisia's efforts to enhance respect for human rights, DCAF trained medical doctors and judges to use forensic evidence in examining allegations of ill-treatment. At the same time, DCAF strengthened its engagement with the Ministry of Justice, for example in relation to the questioning of minors. DCAF also supported the Ministry of Interior in its strategic planning and communications planning (such as crisis communication and media relations). In addition, DCAF focused its efforts on enhancing parliamentary oversight capacity, through its work with the two relevant parliamentary committees.

In most MENA countries, public discussion about the security sector has long been considered too sensitive and consequently

“ The content of the legal database is especially interesting for me as a colonel in the Tunisian army and an expert in security and military strategy. It is a precious tool in my work monitoring the Tunisian security sector. ”

– A colonel in the Tunisian Armed Forces

“off limits”. Changing this attitude is crucial to fostering an open, democratic debate about the performance and responsibilities of security providers. DCAF contributed to attitudinal change by improving access to information related to SSG. DCAF's online legal databases for Libya and Tunisia (www.security-legislation.ly and www.legislation.tn) provide a comprehensive overview of security sector legislation in these countries and inform users about new and developing laws.

The efficient delivery of security calls for inclusiveness and the broad participation of society. In 2016 DCAF helped the Tunisian Women's Police Association develop its organizational structure and further define its mandate through a comprehensive action plan. In the Occupied Palestinian Territory, DCAF supported local partners working to improve



Fostering gender equality in the Tunisian police forces

Photo: DCAF

conditions for women in the security sector, and in Jordan, DCAF trained the armed forces to integrate international standards on gender aspects into their structures and policies.

Despite difficult security conditions in Libya, DCAF has maintained dialogue with all parties and offered support for the planning of reforms in the Libyan security sector. DCAF trained the Libyan Prison Administration authorities to integrate international standards into their operations. DCAF also trained Al Sabeel, a Libyan partner NGO, to carry out inspections of detention sites and to develop new protocols and standards for such visits.

The year 2016 marked the 10th anniversary of DCAF's presence in the Occupied Palestinian Territory. Throughout this period, DCAF has established itself as a trusted partner for local actors, contributing towards the development of more democratic and accountable institutions. For example, DCAF helped the Palestinian authorities establish a more effective complaints system, which allows for the investigation of citizens' complaints against Palestinian security institutions. In 2016 DCAF offered its advisory services to Palestinian institutions involved in drafting new security sector legislation, notably through training on incorporating relevant international standards into draft laws.

DCAF expanded its engagement in Lebanon in 2016, assisting the Ministry of Justice to enhance its communications with citizens. This resulted

in the Ministry developing a customer-friendly website, including e-processes that will improve citizens' access to services. The website will be officially launched in 2017.

Dialogue and mutual understanding are important and effective tools in mitigating and managing conflict, and in preventing radicalization. DCAF continued to engage in dialogue on SSG across the region. This included direct exchanges with Gulf and other countries and active participation in other initiatives such as regional youth exchanges.

Making security institutions more respectful of human rights and the rule of law helps address grievances that fuel the rise of violent extremism. In 2017 DCAF will continue to support SSR that is locally owned and led. It will do this by joining stakeholders' efforts to improve security service provision, accountability, oversight capacities and legitimacy.

DCAF Trust Fund for North Africa (TFNA)

A constantly changing operational environment requires flexibility on the part of DCAF – but also on the part of its donors. Applying rigid approaches to a complex and dynamic context can undermine operational effectiveness. DCAF's Member States have responded to these challenges by establishing the DCAF Trust Fund for North Africa, which funds all of DCAF's activities in North Africa. The Trust Fund enables DCAF to respond more efficiently to requests for assistance and to focus its resources on supporting change in line with local priorities. It also serves as a forum for donor coordination, which is crucial to ensure impact and maximize value for money.

More information available at www.dcaf-tfna.org



Southeast Europe

DCAF's work in Southeast Europe seeks to contribute to the region's stated priorities of achieving and securing regional peace, stability and Euro-Atlantic integration. More accountable, transparent and effective governance of the security sector has been critical to progress and will remain so in 2017.

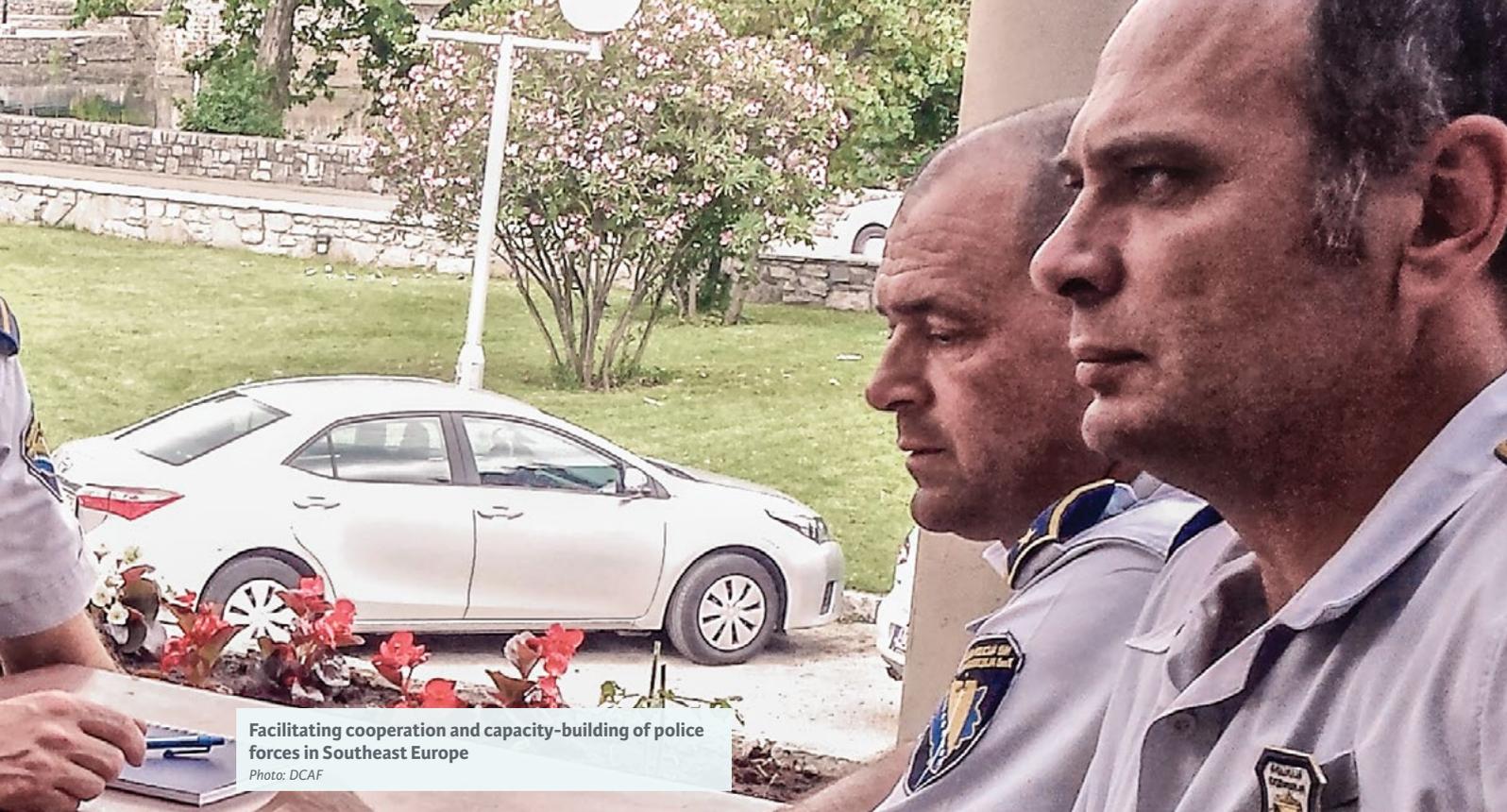
DCAF has a history of productive partnership on border security in the region. Building on this, in 2016 DCAF continued to support national authorities to harmonize normative and operational border standards with the EU's Schengen requirements. DCAF also supported stronger legal and institutional frameworks to counter cross-border threats such as human trafficking. As a result, national actors are successfully organizing and executing common and coordinated police operations to fight organized crime.

DCAF's office in Ljubljana serves as the Secretariat for the Police Cooperation Convention for Southeast Europe (PCC SEE), which supports the states of Southeast Europe to improve police cooperation in accordance with EU standards and good practices. The implementation process is helping contracting parties develop national capacities and policies, as well as the bi- and multilateral protocols necessary to implement the Convention. Most

importantly, agreements and policies have been translated into practical cooperation: joint operations and investigations, increased exchange of information and cooperation with EU police agencies in combating crime and countering terrorism. Based on the decision of the Committee of Ministers of the PCC SEE, this cooperation will be expanded to include automated exchange of DNA evidence, fingerprints and licence plates, in accordance with a new treaty currently under negotiation. The region will thus become better prepared to combat transnational crime along the Balkan route, which continues to present a major threat to regional and European security.

Parliaments in the Western Balkans also turned to DCAF for support in strengthening the democratic accountability of their security sectors. For example, in the Republic of Macedonia, bipartisan recommendations for improved intelligence governance – developed by the Parliament with DCAF's support – contributed to the Government's decision to initiate comprehensive intelligence reform.

In the Western Balkans, DCAF has enabled parliamentary security committees to play a stronger role in security sector oversight and policy development through its institutional capacity-building support. As part of their efforts, the committees have increasingly sought



Facilitating cooperation and capacity-building of police forces in Southeast Europe

Photo: DCAF

to integrate gender equality into legislative processes and decision-making discussions. By the same process, DCAF's work also encouraged civil society to engage in an informed and fact-based dialogue on SSG and provide input to security policy making.

DCAF's core commitment to promoting gender equality was showcased in its support for the Bosnia and Herzegovina (BiH) judiciary's efforts to prevent sexual and gender-based harassment within BiH judicial institutions. DCAF and its local partner the Atlantic Initiative supported a working group of judges and judicial representatives to develop and implement the Guidelines for the Prevention of Sexual and Gender-based Harassment in Judicial Institutions in BiH. This work resulted in institutional commitments to prevent gender-based violence through the appointment and training of 79 sexual and gender-based harassment advisors to judicial institutions across BiH.

Providing support to enhance the accountability and regulation of private security companies (PSCs) was also a regional priority for DCAF. To promote greater knowledge of the private security landscape, including gaps in and challenges of PSC regulation in Southeast Europe, DCAF provided assistance to local CSOs to conduct research on the private security industry.

“ DCAF and the Border Security Programme did a great job harmonizing regional borders ... with results such as the implementation of joint border crossing points, mixed patrols and joint border surveillance and investigations. ”

– Dragan Mektić, Minister of Security of Bosnia and Herzegovina

In 2017 DCAF will continue to support locally owned SSR processes in Southeast Europe. It will focus on police reform and regional police cooperation, and on assisting parliaments and independent oversight bodies to effectively implement their oversight mandates. As part of its continued engagement for regional stability, DCAF will anchor new programming within the EU-initiated Integrative Internal Security Governance (IISG) policy initiative. The IISG will increase the effectiveness of security cooperation in the region in preventing violent extremism, countering terrorism, combating organized crime and enhancing border management.

Eastern Europe, South Caucasus, Central Asia

In 2016 DCAF served as a catalyst for SSG programmes in nations of the former Soviet Union, focusing its efforts in particular on democratic governance in Ukraine.

DCAF supported a public dialogue on SSR challenges in Ukraine via three channels: a new, multi-stakeholder discussion forum on SSG, a public perceptions survey and an accompanying information platform (www.ukrainesecuritysector.com). The website, which provides comprehensive information on the Ukrainian security sector in Ukrainian and English, is an innovative tool for sharing a wide variety of information on best practices, as well as project documents, including the public perceptions survey.

In parallel, DCAF cooperated with the Organization for Security and Co-operation in Europe (OSCE) Project Coordinator in Ukraine to provide input into a revised concept on democratic control of the armed forces. This is intended to facilitate the revision of Ukraine's current Law on Democratic Civilian Control of State Military and Law-Enforcement Organisations.

For a second year, on the basis of a tripartite memorandum of understanding, DCAF cooperated with the OSCE Project Coordinator in Ukraine and the Geneva Centre for Humanitarian Demining (GICHD)

“ Let me take this occasion to express sincere gratitude to DCAF for good advice given when the Law was drafted: it was one of the first attempts in the post-Soviet space to legislatively regiment the methods of civilian – including parliamentary – control of the security and defence sector, which had actually remained closed to society for many years. ”

– Heorhii Kryuchkov, Former Chairman, National Security and Defence Committee, Verkhovna Rada (Parliament) of Ukraine



Facilitating the exchange of best practices in the security sector

Photo: DCAF



Contributing to strengthening policies related to humanitarian mine action strategy and democratic governance of Ukraine's security sector

Photo: OSCE/Rene BeBeau

to help counter threats posed by landmines, unexploded ordnance (UXO) and explosive remnants of war (ERW) in Ukraine.

DCAF also invested heavily in activities to mitigate the risk of domestic violence in the region. In Ukraine, DCAF supported the judiciary to better integrate gender perspectives into security sector policies and structures by facilitating a peer-to-peer training, held in BiH. DCAF conducted surveys and interviews with victims, police, prosecutors and judges in support of the Ukrainian Government's efforts to improve its criminal justice sector response to domestic violence and violence against women. In Armenia, DCAF delivered a workshop on domestic violence for middle and senior management of the Republic of Armenia Police. Gender mainstreaming more generally was a focus of DCAF support in Georgia, Kyrgyzstan and Tajikistan.

With the continued support of the Swiss Federal Department of Defence, Civil Protection and Sports, DCAF also assisted other partners

to consolidate democratic oversight processes and to increase the accountability and transparency of security sector management. DCAF continued its cooperation with the OSCE Office in Yerevan, providing substantive support to law enforcement reform programming by delivering training and public roundtables to help improve the quality of public security provision. In Tajikistan, DCAF continued to support the joint efforts of local CSO TCH Daftari Ozodihoi Sharavandi and the national ombuds institution to monitor human rights in the national armed forces.

In 2017 DCAF will continue its close engagement with international, regional, national and local actors in the region. DCAF will work with them to advance efforts to establish transparent and accountable security sectors that deliver security as a public good. DCAF will continue to support regional human rights initiatives and maintain its efforts to further extend gender mainstreaming into security policy and practice.

Asia-Pacific

DCAF's long history of engagement with nations of the Asia-Pacific region led to the founding in 2017 of a new DCAF unit devoted entirely to supporting democratic governance, the rule of law and respect for human rights in this part of the world.

Building on a decade of success, in 2016 DCAF sustained its support to the ground-breaking platform for regional dialogue on democratic security governance, the IPF-SSG. Now in its 10th year of cyclical working meetings, the IPF-SSG comprises 300 members of parliament, parliamentary staff, government and security officials, and civil society representatives, from Cambodia, Indonesia, Malaysia, the Philippines, Singapore, Thailand, the Association of Southeast Asian Nations (ASEAN) Secretariat and the ASEAN Inter-Parliamentary Assembly (AIPA).

DCAF focused its support in 2016 on the democratic transition and peace process underway in Myanmar. DCAF's work spanned several dimensions of good SSG, including improving parliamentary oversight of the Myanmar Police Force (MPF) and supporting the peace process by assisting the armed forces and others to explore the relationships between SSR and disarmament, demobilization and reintegration (DDR).

In particular, DCAF diligently continued its multi-year efforts to support the transformation of the MPF into a community-based police service responsive to the needs of the people and respectful of human rights. DCAF organized

“ Thanks to DCAF and other partners, the IPF-SSG has served both as a regional platform for parliamentarians and an incubator of national SSR dialogue processes in several Southeast Asian countries, including the Philippines. ”

– Teresita “Ging” Quintos-Deles, former Member of the Cabinet and Presidential Adviser on the Peace Process in the Philippines

consultations with senior management of the MPF on service-oriented approaches to policing. DCAF also worked to increase the sustainability of the MPF reforms in the context of the new administration (elected in November 2016), by sensitizing new senior members of the MPF to the progress made by, and prior achievements of, their legacy colleagues.

DCAF also contributed to conflict prevention and peacebuilding in Myanmar by partnering with its sister centre the Geneva Centre for Security Policy (GCSP) to offer a pragmatic and policy-focused training course for government officials, parliamentarians, former rebels and CSOs. Already in its fifth annual iteration, this course performed an essential function in bringing together a broad and mixed constituency to discuss shared stakes in the



Supporting the Myanmar Police Force in developing new guidelines on crowd management approaches and training

Photo: DCAF

fundamentals of human security. It offered participants the chance not only to learn but also to network in both Geneva and Myanmar with course alumni – a network of like-minded national stakeholders – on reform topics such as the functioning of political systems, political decentralization, the values of good governance, human rights, transitional justice and intercultural awareness.

Apart from its engagement in Myanmar, DCAF successfully implemented parliamentary capacity-building on SSG/R in Cambodia, institutionalized its long-standing training collaboration with the National Defense College of the Philippines through a memorandum of understanding, and continued to raise awareness of good governance of the security sector, human security and sustainable

development by co-organizing a series of workshops for the media and academics on these subjects in Thailand.

In 2017 DCAF will further contribute to the enhancement of SSG in Southeast Asia. DCAF will sustain its support to the regional platform IPF-SSG, while Myanmar will remain DCAF's principal partner country in Southeast Asia. At the same time, DCAF will support renewed opportunities for engagement in Cambodia, Myanmar, the Philippines and Thailand, in view of changes in their respective political situations.

Looking beyond Southeast Asia, DCAF also seeks to give substance to the name of its new unit by exploring cooperation with new partners in the wider Asia-Pacific region, particularly in South Asia.

Latin America and the Caribbean

Armed violence takes a heavy toll on communities in Latin America and the Caribbean. Insecurity is a fact of daily life for citizens, and for the public and private sectors. Private security companies (PSCs) have consequently become key stakeholders in the provision of public safety and security across the region. Any gaps or failings in national oversight of the private security sector therefore have a significant impact on human security. For this reason, DCAF's expansion of services in Latin America and the Caribbean in 2016 focused strongly on private security sector legislation and regulation, and on small arms and light weapons (SALW) control and accountability in the private security sector.

These matters were the focus of a joint project between DCAF and the United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UNLIREC). In this context, DCAF provided advisory support to governments, regulators, parliaments, PSCs and civil society in Costa Rica, El Salvador and Peru. In Peru, this work contributed directly to the drafting of new by-laws and a Code of Conduct that place human rights at the centre of PSC oversight and regulation. In Costa Rica, DCAF conducted a comprehensive review of private security

“ With DCAF support, Costa Rica aspires to international standards on private security.”

– Gustavo Mata, Minister for Public Security of Costa Rica

legislation with a view to having international norms and good practices incorporated into a new private security law in 2017. DCAF also developed the first baseline study of armed private security services in Latin America and the Caribbean, which was widely shared with relevant actors across the region.

Today there is unprecedented focus on sustainable development across the globe. In Latin America and the Caribbean, this presents societies with both immense opportunities and considerable challenges, in particular in relation to the extraction of natural resources. Managing the relationships between natural resource extraction, security and respect for the human rights of local populations is one



of the key challenges. DCAF continued to support multi-stakeholder approaches to this challenge by governments, companies and civil society through its joint project with the International Committee of the Red Cross. A particular achievement of this partnership was publication of a Spanish version of the revised *Toolkit on Addressing Security and Human Rights Challenges in Complex Environments*.

DCAF also advised Peruvian stakeholders on local strategies to address these challenges, supporting them to establish a multi-stakeholder platform in a mining region. This initiative was inspired by the Voluntary Principles on Security and Human Rights (VPs) and was established in association with the

national Voluntary Principles on Security and Human Rights Working Group, based in Lima.

In 2017 DCAF will review and develop its organizational strategy for engagement in Latin America and the Caribbean, paying special attention to partner countries in the Andean region and Central America. It will also continue to engage with regional bodies, notably those working on human rights, and will explore possibilities to develop gender and security programming across the region. In respect of the latter, DCAF will conduct specialized training, for example by delivering a course on the comprehensive approach to gender in peace operations in Chile and a series of workshops for the Guatemalan judiciary.



Assisting international partners in their contribution to security and justice reforms all over the world

Photo: UN Photo/Marco Dormino

Strengthening global support for better security sector reform

Security and justice reforms are often carried out with extensive support from international partners, whether through bilateral donor assistance or in the framework of cooperation with global or regional multilateral organizations. Helping bilateral and multilateral actors become better international partners in the field of security and justice reform is a core aspect in fulfilling DCAF's mandate to promote good SSG based on inclusive national ownership.

In 2016 international approaches to supporting security and justice were shaped by emerging challenges arising from increased migration, violent extremism and large-scale human rights abuses. At the same time, international actors also committed to supporting better security and justice provision through sustainable peace and development. Responding to these global trends, multilateral actors, particularly the UN and regional organizations, are increasingly invested in shaping international policy discourses on security and justice while also supporting SSR processes in their Member States. Moreover, bilateral donors are looking to make their targeted support to security and justice reform more effective. Building on existing

relationships and forging new ones, DCAF will seek to deepen its partnerships with international actors in 2017 as they work towards greater inclusiveness, greater justice and greater security globally.

Most of DCAF's divisions assist bilateral and multilateral actors in their support for SSG/R, and the examples below draw from this extensive experience. The International Security Sector Advisory Team (ISSAT) is DCAF's main instrument for reinforcing the capacity of bilateral donors to improve their security and justice programming. Together with DCAF's Policy and Research Department, ISSAT assists multilateral actors to enhance the effectiveness and coherence of their support to nationally led SSR processes.

International Security Sector Advisory Team (ISSAT)

ISSAT works in response to requests from its Governing Board, which comprises 16 donor countries, namely Austria, Belgium, Canada, Denmark, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, the United Kingdom and the United States. Nine multilateral institutions benefit from DCAF-ISSAT's services as members or observers of its Governing Board, including the African Union (AU), the African Development Bank (ADB), EU, Organisation internationale de la Francophonie (OIF), Inter-America Development Bank (IDB), OECD, OSCE, UN and World Bank.

More information available at issat.dcaf.ch

Bilateral donors

DCAF's contribution to enhancing the way in which bilateral donors support security and justice programming has evolved into a multi-dimensional approach. This includes tailored support to field programmes throughout the programme cycle, training to further develop capacity, incorporating lessons and good practice into bilateral assistance approaches and identifying and facilitating opportunities for greater coordination among donors and partners.

Longer term approaches are key to producing sustainable results. In 2016 DCAF entered its fifth year of support to the Swiss Agency for Development and Cooperation (SDC) in its field operations, through two separate programmes, one in the Western Balkans and the other in Honduras. DCAF assisted SDC in the implementation of the Swiss Regional Police Cooperation Programme (SPCP) in the role of an intermediary body between SDC and implementing partners to enhance cross-border police cooperation in the Western Balkans. In Honduras, DCAF provided strategic and technical backstopping support to the SDC Office and its national and international partners to enhance citizens' security.

“ DCAF's support to SDC in Honduras has turned out to be an important value added [benefit]. ISSAT's backstopping helped to increase the exchange of knowledge and common understanding between SDC, IDB and the Ministry of Security/National Police Force.”

– Walter Reithebuch, Deputy Head of the SDC Cooperation Office in Honduras



Supporting advanced in-country SSR training for donors and national institutions in Liberia and Tunisia

Photo: DCAF-ISSAT



DCAF built on the support it has provided to Norway since 2014 to help formulate a 2020 strategic rule-of-law framework for the Norwegian Rule of Law Advisers to Ukraine (NORLAU) and the Norwegian Rule of Law Advisers to Moldova (NORLAM) programmes.

Building further on developing greater coordination, DCAF assisted the Federal Foreign Office of Germany in mapping international support in Mali and Nigeria. This was with a view to identifying the most useful areas for future German SSR interventions and providing a tool for the national and international community to streamline security and justice development support.

A key element of DCAF's Training and Capacity Development Strategy is providing SSR sensitization training to policymakers and practitioners, such as that facilitated for the Netherlands and Germany in the first half of 2016. Having seen alumni assume

senior positions in bilateral programmes and multilateral missions, DCAF continued to support the Senior Strategic Advisors' Masterclass on Police Reform in an International and Security Sector Reform Context, in conjunction with police agencies from Australia, Canada, the Netherlands, Norway and the United Kingdom.

Gathering lessons and understanding what works in different contexts is vital to achieving successful results. DCAF advised the French Ministry of Foreign Affairs and International Development on how to improve the effectiveness, efficiency and coherence of its development projects in francophone Africa, drawing from studies in Burkina Faso, Côte d'Ivoire and Guinea.

DCAF also undertook a study to identify successful operational approaches, drawing from field experience, in support of the Folke Bernadotte Academy–Swedish Agency for Peace, Security and Development.



International organizations

Security and justice are increasingly finding a central place in the policies and practices of multilateral actors within the UN system and regional organizations around the globe. As these international organizations move towards a stronger focus on transparent, accountable and effective security and justice provision, they can count on DCAF's support.

The adoption of the first stand-alone resolution on SSR by the UN Security Council (S/RES/SCR 2151) in 2014 marked a watershed moment in international approaches to SSR. DCAF's work with the UN in 2016, supporting its efforts to implement SCR 2151, carried forward this momentum. A strategic framework agreement on cooperation between DCAF and the UN Department for Peacekeeping Operations' (DPKO) Security Sector Reform Unit (SSRU) was signed in November 2016 to enhance existing support to the SSRU in the implementation of SCR 2151.

DCAF supported policy development and guidance through a mapping study on multilateral organizations' approaches to SSR. It conducted research on the UN's approach to defence sector reform, supported the external review of the UN Police Division (UNPOL) and finalized an integrated technical guidance note on monitoring and evaluation of SSR support. DCAF complemented its policy advice with field support to UN staff

“ As mentioned in the Secretary-General's second report on SSR, the partnership with DCAF has been instrumental in developing guidance on the UN's approach to SSR. This partnership will continue to be strong and there is a considerable future in jointly supporting the implementation of Resolution 2151.”

– Dmitry Titov, former United Nations Assistant Secretary-General for Rule of Law and Security Institutions

in peacekeeping operations or country teams. It also worked closely with international peacekeeping training centres on training and capacity-building, and is developing a justice e-learning course for the UN Justice and Corrections Service. In this context, DCAF deepened its relationship with key security and justice stakeholders in the UN system: the DPKO, the United Nations Development Programme (UNDP) and other members of the UN Inter-Agency SSR Task Force. For example, DCAF advised UNDP in its efforts to improve the monitoring of its global programme on the



Supporting the United Nations in SSR policy and guidance development

Photo: UN Photo/Eskinder Debebe

rule of law, justice, security and human rights, assisting in particular with the evaluation of the programme in Guinea-Bissau.

With sustainable development as a core reference point for security and justice reform, DCAF strengthened its engagement with international financial institutions in 2016. Working variously with the World Bank and the regional development banks, DCAF assisted, for example, in developing risk mitigation guidelines for the Citizen Security Cluster of the Inter-American Development Bank (IDB).

DCAF also sustained and expanded its cooperation with regional and other multilateral organizations, such as the EU, NATO, OSCE, AU, ECOWAS, OECD, OiF and Inter-Parliamentary Union (IPU). For instance, DCAF supported the AU's consultation and planning workshop on enhancing institutional coordination in Regional Economic Communities (RECs) and Regional Mechanisms (RMs) in the field of SSR. DCAF also provided advisory support to the review process of the EU policy framework, which included producing three country case studies on EU SSR support and facilitating consultation workshops. Moreover, DCAF supported OSCE in developing, validating and launching four internal guidance notes on SSG/R for OSCE staff, and in developing a Senior Management Briefing Note on SSG/R to facilitate the implementation of its SSG/R guidelines. In the NATO Partnership for Peace

context, DCAF sustained its engagement in building integrity in the defence sector by a variety of means. One of these was to have DCAF-nominated small and medium-sized enterprises (SMEs) participate in finalizing the Building Integrity Reference Curriculum.

West Africa has been a core focus in DCAF's multilateral relationships. In 2016 DCAF supported the AU to assess the need to promote more effective regulation of PSCs among its Member States and RECs. DCAF also published and promoted guidance for civil society, executive authorities and parliaments in its *Toolkit for Security Sector Governance and Reform in West Africa* (requested by ECOWAS), collaborated with the OiF in evaluating SSR support across francophone post-conflict countries and conducted research on the privatization of security in Africa.

In 2017 DCAF will further develop its multilateral partnerships and expand into new regions. Working with UNLIREC to support greater oversight and accountability of the armed private security sector in Latin America and the Caribbean will be a cornerstone in this expanded cooperation. DCAF will also explore the potential for partnerships with the Organization of American States (OAS) and the IDB on SSR-related programming in Latin America and the Caribbean. In Southeast Asia, DCAF will seek to extend its partnership with the ASEAN Secretariat and AIPA.

Multilateral platforms

DCAF's support to develop international policy and practice in good SSG extends to issue-specific multilateral platforms. Such platforms provide innovative and flexible solutions for targeted coordination and are influential in policymaking. They represent the cutting edge of accountability and transparency best practice.

In this context, DCAF provided institutional and substantive support to a number of international initiatives that share its commitment to promoting good security governance (for example, by accommodating the PCC SEE in Ljubljana, as noted on p. 22).

Multilateral platforms have also provided a way for DCAF to respond to the challenges of private security regulation. DCAF has a long history of engagement on the issue of regulation of the global private security industry, supported by Switzerland since 2009. Building on this history, in 2016 DCAF supported operationalization of the International Code of Conduct Association (ICoCA), a multi-stakeholder platform of voluntary regulation for more than 100 private security providers, interested states and CSOs. DCAF's role in supporting the ICoCA Secretariat contributes greatly to

the work of the platform. ICoCA brings these actors together to jointly oversee the implementation of the International Code of Conduct for Private Security Service Providers (ICoC). DCAF's instrumental role in the 2009 creation of the ICoC, and its ongoing support, has helped it grow into a mechanism for certification, monitoring and addressing complaints, seeking to overcome the challenges of transnational regulation.

In 2016 DCAF continued to advocate for the respect of human rights among PSCs, organizing outreach events to raise awareness about ICoCA among both public and private stakeholders and to encourage their participation. In the course of the year, 20 companies made significant changes in their personnel vetting and screening procedures and grievance mechanisms, in line with ICoC provisions.

DCAF also sought to engage states and international organizations in the sphere of private security regulation in its capacity as the Secretariat of the Montreux Document Forum. The Forum comprises 54 states and three international organizations committed to upholding international law and good practices for private military and security companies (PMSCs) during armed conflict.



Supporting private security governance in the framework of the International Code of Conduct Association
Photo: ICoCA

DCAF's support for this multilateral platform made a key contribution to improving accountability and transparency among private security providers. Its support focused in particular on the development of significant implementation tools, including a Legislative Guidance Tool and a Contract Guidance Tool. The aim was to assist states and international organizations in their efforts to structure their legislative and regulatory frameworks, as well as their private security contracting procedures, in line with human rights and international humanitarian law.

DCAF continued in 2016, its eighth year in the role, as convener of the International Conference of Ombuds Institutions for the Armed Forces (ICOAF), a transgovernmental network involving representatives from more than 50 states and five multilateral institutions. Co-hosted by DCAF and a different participating state each year, ICOAF contributes to international cooperation and knowledge sharing on the role of ombuds institutions.

Through its support to ICOAF, DCAF makes a unique contribution to national institutions that are seeking to ensure that the armed forces uphold the rule of law and human rights with respect to both the civilian population and their own personnel.

“ICOAF is a unique endeavour, and the role of DCAF is pivotal. There is no similar multilateral platform for national ombuds institutions for the armed forces.”

– Sasa Jankovic, former Protector of Citizens/Ombudsman of the Republic of Serbia

In 2016 ICOAF explored the role of ombuds institutions in international missions. As a result of this, the German Parliamentary Commissioner for the Armed Forces, the National Ombudsman of the Netherlands and the Dutch Inspector General jointly visited their peacekeeping forces stationed in Mali. It was the first such joint mission, and a positive example of how ICOAF promotes international cooperation among ombuds institutions.

DCAF's commitment to innovative forms of international cooperation will continue in 2017 with the provision of institutional and substantive support to these multilateral platforms for good SSG.



Contributing to the cutting edge of international debate and practice in the area of SSG/SSR
Photo: DCAF/Arine Rinawi

Driving innovation in policy and practice

DCAF contributes to the cutting edge of international debate and practice as one of the world's leading centres of competence in the area of SSG and SSR and in related and cross-cutting themes.

As one of the world's leading centres of competence in the area of SSG/R and related matters, DCAF contributes at the cutting edge of international debate and practice. Through its policy and research function DCAF contributes to international discourses on development, peace and security policy, as well as to norms, standards and good practices for improving SSG.

In 2017 DCAF will continue to focus its policy research on selected core topics and emerging themes of relevance. As part of this work, it will emphasize the elements of the 2030 Agenda for Sustainable Development and the SDGs that are central to DCAF's work. DCAF will also continue to contribute its outstanding competency in the areas of gender and security, and private security governance. In doing so, DCAF will further develop cooperative links with the International Geneva and Maison de la Paix community to foster synergies and cross-organizational partnerships on topics of common interest.

Knowledge services for good security sector governance

DCAF maintained and sharpened its profile as a leading centre of expertise on SSG/R in 2016. Emphasizing practical guidance and policy advice, DCAF sought to provide practitioners and policy specialists with the knowledge services necessary to pursue greater accountability and transparency in the security sector. As a first-stop resource, the SSR Backgrounder series provides clear and concise introductions to diverse topics in SSR. New issues developed in 2016 included police reform, defence reform, intelligence oversight, gendarmeries, civil society and media.

With its SSR Paper series, DCAF offers a platform for new insights into the theory and practice of SSR in the broader context of more accountable, more effective security provision. In 2016 three SSR Papers explored the practical and conceptual links between SSR and related peacebuilding activities: mine action, SALW control and DDR.

Complementing these two flagship publication series, DCAF also responded to specific requests for policy research on parliamentary oversight and on police and defence sector reform, as well as completing a landmark comparative study of police oversight in Asia and Europe.



Exploring the role of security forces in responding to health crises

Photo: Panos/Tommy Trenchard

Against the backdrop of current global issues, DCAF offered timely insights on contemporary security challenges, including preventing violent extremism, managing global health crises and responding to the challenges of irregular migration. Continuing a multi-year research collaboration begun in 2015, DCAF explored in depth the role of security forces in responding to health crises and mitigating the risk of transnational pandemics. Drawing on experiences from the 2014 Ebola epidemic in West Africa, DCAF studied 15 cases to draw lessons on response and mitigation. Published in a policy brief, “The Security Sector and Global Health Crises”, the results were also the subject of a regional workshop.



Providing policy advice and practical guidance necessary to pursue greater accountability and transparency in the security sector
Photo: DCAF/Rodrigo Amorim

In the context of the Global Counter-Terrorism Forum (GCTF), DCAF and the Institute of Strategic Dialogue (ISD) are supporting Switzerland and the United Kingdom to develop ways to prevent and counter violent extremism on the Internet and social media platforms.

DCAF also continued to seek to broaden knowledge on RBM in the area of SSG/R, including monitoring and evaluation, through the development of policy-oriented research and guidance. To enhance the SSR community's understanding of the conceptual underpinnings of SSR, DCAF launched a research project aimed at identifying patterns of theories of change underlying programming in the field of SSR.

Looking ahead to 2017 and beyond, DCAF will seek to expand its expertise on the most important global issues for SSG. The peace, inclusiveness and justice elements of the 2030 Agenda for Sustainable Development will be a priority focus for research and policy. Taking a cross-cutting approach to the SDGs, SDG 5 (gender equality), SDG 11 (inclusive, safe and resilient cities) and SDG 16 (peace, justice and strong institutions) will provide conceptual

anchors around which DCAF can develop new insights for implementation. Extending this focus on sustainable development and inclusive security, DCAF will also focus new research on sustaining peace and preventing conflict.

SSR Backgrounders and SSR Papers

The SSR Backgrounders provide concise introductions to topics and concepts in SSG/R, summarizing current debates, explaining key terms and exposing central tensions based on a broad range of international experiences. The SSR Backgrounders are a resource for stakeholders seeking to understand but also to critically assess current approaches to good SSG and SSR.

For more information, please visit:
www.dcaf.ch/series-collections/ssr-backgrounders

SSR Papers is another flagship DCAF publication series intended to contribute innovative thinking on important themes and approaches relating to SSR in the broader context of SSG. Intended for researchers, policymakers and practitioners involved in this field, the papers provide original and provocative analysis on topics that are directly linked to the challenges of a governance-driven SSR agenda.

For more information, please visit:
www.dcaf.ch/series-collections/ssr-papers

Both series are also available as a free app for smartphone and tablet.

Gender equality for inclusive security

Gender equality is not only a cross-cutting theme at DCAF but one of four guiding principles of the organization.

DCAF supports gender equality in the context of SSG/R in all areas of the organization's work, including operations, research, policy support and collaboration with multilateral and international partners.

In the context of policy and research, DCAF is active in the development of guidance, collection of best practices and promotion of international norms in support of security and justice institutions that operate within a framework of gender equality. The policy research and guidance material developed by DCAF is foundational and anchors the organization's international policy advocacy work as well as its country- and region-specific operational work. Moreover, DCAF's principled focus on gender equality in all its work reflects its commitment to the SDGs and their cross-cutting goal of promoting gender equality, in particular through SDG 5 and SDG 16.

In 2016 DCAF supported a number of efforts to promote gender equality in policy

“ We have enjoyed working with DCAF professionals who love their jobs, and are willing to go the extra mile to ensure that collective objectives are achieved by creating an enabling environment that facilitates and enhances work. Their positive attitudes even make difficult situations easy to handle. This is our experience with DCAF for the last four years of our partnership. ”

– Mano River Women's Peace Network (MARWOPNET), Liberia Chapter



and research in the field of SSG/R. DCAF provided support and technical assistance to the Chair of the NATO Committee on Gender Perspectives in order to shape gender equality policy development within NATO and feed evidence-based research into the policy discussion.

DCAF also developed and published *Case Studies on Gender-Related Human Resources Policies in Armed Forces* as a reference point for armed forces in their efforts to promote the retention, recruitment, promotion and full participation of women.

Finally, in collaboration with the SSR and Education Development Working Groups of the Partnership for Peace Consortium of Defense Academies and Security Studies Institutes (PfPC), DCAF published the first comprehensive, original source handbook, *Teaching Gender in the Military*.

The handbook, along with past efforts on military education, have led to changes at both the individual and institutional levels and in terms of both attitude and practice. In addition, the handbook has been used, adopted and institutionalized by armed forces from a number of countries spanning several

continents. For example, it is required reading for several courses at the Nordic Centre for Gender in Military Operations, the designated Department Head for all curricula related to gender for NATO and Partnership for Peace countries. It is also used on the PfPC's e-learning portal thanks to the involvement of the Advanced Distributed Learning Working Group.

Looking ahead, DCAF will continue to disseminate and promote its policy research and guidance material on gender equality and SSG/R with the aim of influencing and enriching policy debates on security and SSG/R. Dissemination and promotion efforts will include field operations within a specific region or country as well as international and regional conferences and training events.

In addition, DCAF will revise one of its benchmark publications, the *Gender and Security Sector Reform Toolkit*. The Toolkit represents the first and only comprehensive guidance on how to integrate gender equality into the specific disciplines associated with the management, oversight and provision of security and justice. The updated Toolkit will include both updated and new tools.

Better public-private partnerships

Around the world, the corporate sector strongly influences prospects for peace, security and socio-economic development. The role of business can be particularly influential in contexts of state fragility, where national governance is weak. However, interactions between SSG/R and business communities are often limited and ad hoc in nature, undermining our collective ability to develop coherent and effective approaches to addressing insecurity and challenges to development and human rights. Through its public-private partnerships programme, DCAF addresses this key element of contemporary security governance by fostering inclusive partnerships among states, businesses and civil society.

In 2016 DCAF played a leading role in supporting oversight and accountability of the private security industry. It also works with companies, in particular the global extractives industry, to promote human-rights-based good practices. DCAF has also continued supporting multi-stakeholder approaches to new and evolving challenges, such as cyber security, where greater cooperation between public and private actors is needed.

Supporting the implementation of the Montreux Document was a core priority in DCAF's work on private security governance

“ We have used the DCAF–ICRC Security and Human Rights Toolkit to make good progress in our human rights management in security work ... and shared the Toolkit – as a guidance and good practice resource – with local site managers responsible for working with private security providers.”

– A multinational pharmaceuticals company representative



Strengthening oversight and accountability of the private security industry
Photo: DCAF



in 2016. Through its role as Secretariat of the Montreux Document Forum, DCAF supported Switzerland and the International Committee of the Red Cross in the implementation of the Montreux Document. This included organizing major outreach events among states and international organizations, and developing practical guidance tools for legislative and policy reform for national, regional and international actors.

In 2016, partnering with UNLIREC, DCAF delivered legal advisory support to help strengthen national legislation and regulation of private security companies in Latin America and the Caribbean. DCAF also continued working towards implementation of international standard-setting initiatives for the global private security industry, notably ICoC and ICoCA.

In 2017 DCAF will continue its work with national regulatory authorities, ministries and parliaments to support more effective national and regional implementation of norms and good practices in private security governance, particularly in Latin America and the Caribbean and sub-Saharan Africa.

The Voluntary Principles on Security and Human Rights (VPs), a multi-stakeholder initiative that brings together states, civil society and the extractives sector, are a flagship contribution to better public-private partnerships in security provision. In 2016 DCAF contributed to strengthening the implementation of the VPs and integrating good practices in addressing security and human rights challenges related to the operations of extractives companies. As an official observer to the VPs, DCAF expanded its partnerships with industry, governments and civil society to raise awareness, identify implementation gaps and co-develop guidance and tools tailored specifically to local contexts.

Building on previous work, DCAF will continue to advocate for multi-stakeholder approaches to promoting good governance of cyber security and the digital domain in 2017. DCAF pursued this objective in 2016 through key activities, including capacity-building for national parliaments on the cyber dimension of SSG. It also developed a mapping study on emerging legal, institutional and normative frameworks for the governance of cyberspace.

DCAF Member States and observers

President of the Foundation Council: Ambassador (ret'd) **Véronique Bujon-Barré** (France)

DCAF Member States

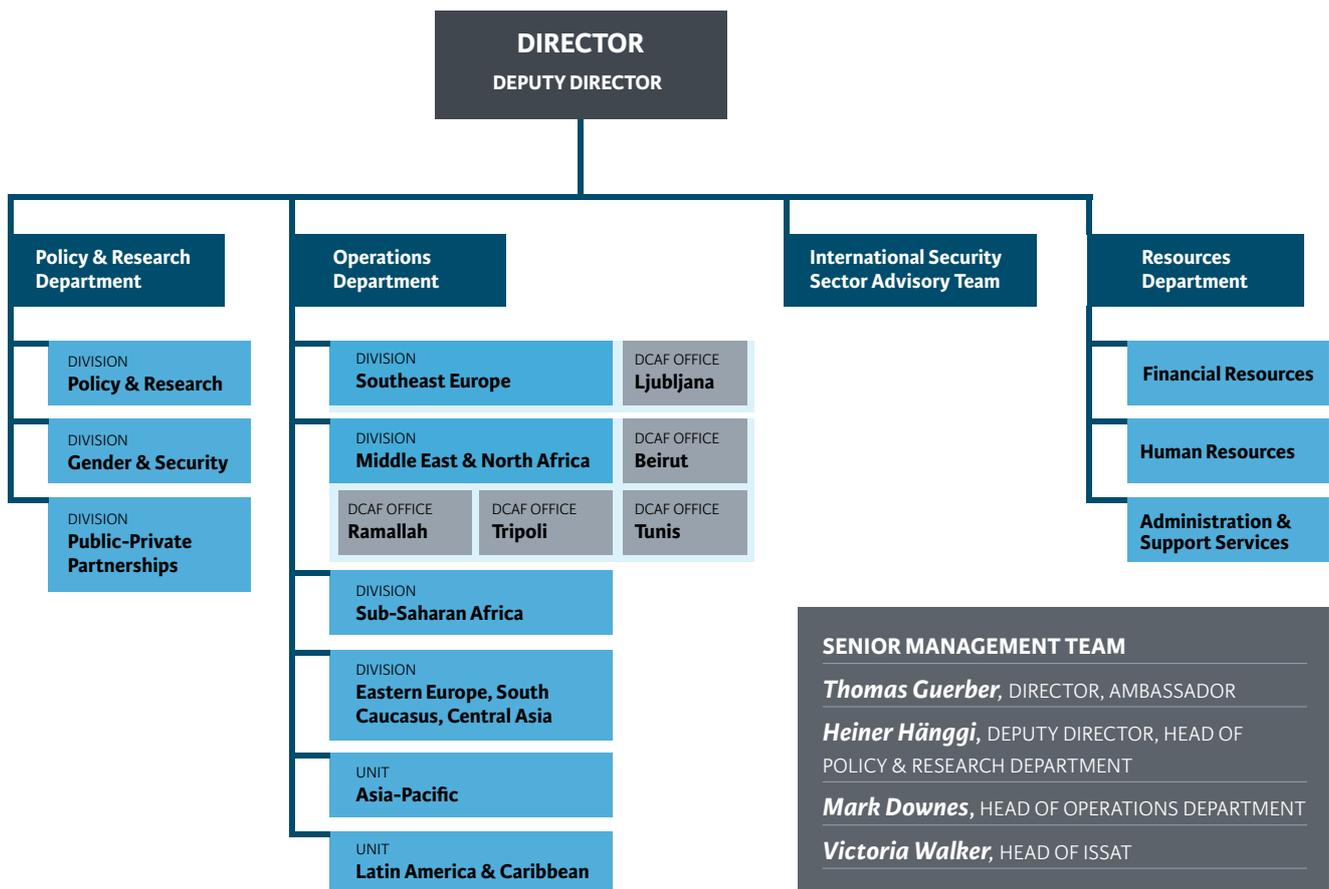
	Albania (2000)		Georgia (2001)		Netherlands (2001)
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	Armenia (2002)		Ghana (2011)		Norway (2002)
	Austria (2000)		Greece (2002)		Philippines (2011)
	Azerbaijan (2002)		Hungary (2000)		Poland (2000)
	Belarus (2004)		Indonesia (2007)		Portugal (2003)
	Belgium (2004)		Ireland (2000)		Romania (2000)
	Bosnia and Herzegovina (2001)		Italy (2001)		Russian Federation (2000)
	Bulgaria (2000)		Kyrgyzstan (2011)		Senegal (2011)
	Burkina Faso (2009)		Latvia (2000)		Serbia (2001)
	Burundi (2010)		Lebanon (2007)		Slovakia (2000)
	Canada (2003)		Liechtenstein (2006)		Slovenia (2001)
	Côte d'Ivoire (2001)		Lithuania (2000)		South Africa (2001)
	Croatia (2001)		Luxembourg (2003)		Spain (2001)
	Cyprus (2008)		Macedonia* (2000)		Sweden (2001)
	Czech Republic (2000)		Madagascar (2000)		Switzerland (2000)
	Denmark (2002)		Mali (2011)		Tunisia (2011)
	Estonia (2000)		Malta (2008)		Turkey (2003)
	Finland (2000)		Moldova (2002)		Ukraine (2000)
	France (2000)		Mongolia (2014)		United Kingdom (2000)
	Geneva (Canton) (2000)		Montenegro (2006)		United States (2000)

* Referred to for all purposes within the EU, NATO, OSCE and UN as "The former Yugoslav Republic of Macedonia".

DCAF Observers

	Cambodia (2009)		Inter-Parliamentary Union (2009)		Organisation internationale de la Francophonie (2008)
	Chile (2011)		Kazakhstan (2012)		Thailand (2009)

DCAF organizational structure



HEADS OF DIVISIONS, UNITS AND SERVICE LINES		
Policy & Research Department	Hans Born Daniel de Torres Alan Bryden	Division Policy & Research Division Gender & Security Division Public-Private Partnerships
Operations Department	Darko Stancic Arnold Luethold Sandy Africa Philipp Fluri Albrecht Schnabel Cristina Hoyos	Division Southeast Europe Division Middle East & North Africa Division Sub-Saharan Africa Division Eastern Europe, South Caucasus, Central Asia Unit Asia-Pacific Unit Latin America & Caribbean
International Security Sector Advisory Team	Thammy Evans Guillaume Lacaille Eleanor Pavey Patrick Hagan	Advocacy & Outreach Advisory Field Support Training & Capacity Building Knowledge Services
Resources Department	Daniel Mueller Véronique Bradley Lynn Turner	Financial Resources Human Resources Administration and Support Services

The International Security Sector Advisory Team (ISSAT)

DCAF’s International Security Sector Advisory Team (ISSAT) provides practical support to the international community in its efforts to improve security and justice, primarily in conflict-affected and fragile states. It does this by working with a group of Member States and institutions to develop and promote good security and justice reform practices and principles, and by helping its Member States to build their capacity to support national and regional security and justice reform processes.

ISSAT’s Governing Board is composed of representatives of 16 countries and a number of multilateral and regional organizations and partners. In addition to the Governing Board members, the African Development Bank, AU, IDB and World Bank attend annual meetings of ISSAT’s Governing Board as observers.

ISSAT Bilateral Governing Board Members

	Austria
	Belgium
	Canada
	Denmark
	Estonia
	Finland
	France
	Germany
	Ireland
	Netherlands
	Norway
	Slovakia
	Sweden
	Switzerland
	United Kingdom
	United States

ISSAT Multilateral Governing Board Members

	African Union (AU)
	European Union (EU)
	Organisation for Economic Co-operation and Development (OECD)
	Organization for Security and Co-operation in Europe (OSCE)
	Organisation internationale de la Francophonie (OIF)
	United Nations (UN)

ISSAT Multilateral Governing Board Observers

	African Development Bank (AfDFB)
	Inter-American Development Bank (IDB)
	World Bank (WB)

DCAF Trust Fund for North Africa

DCAF offers security sector reform assistance to the countries in North Africa engaged on a path of democratic transition. DCAF's Trust Fund for Security Sector Development Assistance in North Africa (TFNA) is a pool funding instrument that supports DCAF's activities in and on Egypt, Libya, Morocco and Tunisia. It is designed to ensure that DCAF is able to respond rapidly and flexibly to assistance requests from governments, and that assistance is delivered in the most effective and efficient manner possible. It also ensures greater donor coordination, which is key to success when supporting local security sector reform processes. Through the TFNA's Steering Committee, Member States provide oversight and strategic guidance on DCAF's work to support security sector development and reform in the region.

TFNA Contributing States

	Belgium
	Germany
	Luxembourg
	Netherlands
	Slovakia
	Sweden
	Switzerland

TFNA Recipient States

	Egypt
	Libya
	Morocco
	Tunisia

DCAF accounts 2016

Income

Revenue by Source	CHF
Institutional Fundraising	21,372,875
Member States	20,658,947
EU and EU Institutions	156,685
UN and UN Institutions	33,185
Other Multilateral Institutions	99,810
Other Donors	424,249
Other Income	1,533,977
Deferred Income 2015-16	5,586,618
Deferred Income 2016-17	-4,468,396
Total Operating Income	24,025,076

Expenditure

Policy & Research	2,362,143
Applied Research and Policy Initiatives	584,779
Gender and Security	1,094,102
Private Security Governance and Public-Private Partnerships	683,262
Operations	6,941,897
Southeast Europe	1,741,845
Eastern Europe, Central Asia, South Caucasus	1,166,814
Middle East and North Africa	3,460,945
Sub-Saharan Africa	476,827
Southeast Asia	95,466
ISSAT	2,837,850
Resources	12,645,445
Core-funded Salaries and Personnel Expenses*	8,631,204
Facilities and Administration	3,624,662
Governance and Organizational Development	389,579
Total Operating Expenditure	24,787,335

* Project-funded salaries and personnel expenses of CHF 4'783'410 in total are accounted for under Policy & Research, Operations and ISSAT above.

Result (Income - Expenditure)

Total Operating Income	24,025,076
Total Operating Expenditure	24,787,335
Excess of Expenditure over Income	-762,259
Compensatory Use of Reserves	+762,259
Reserves as of 31 December 2016	1,355,722

Donors and the monetary value of their contribution

Donor	CHF
Albania	10,783
Austria	44,156
Bosnia and Herzegovina	10,841
Bulgaria	11,024
Denmark (via National Democratic Institute)	136,621
Estonia	5,421
European Union	156,685
France	97,047
Germany	2,368,729
Hungary	10,841
Ireland	215,660
Latvia	21,566
Liechtenstein	40,000
Luxembourg	382,797
Macedonia*	21,717
Moldova	43,608
Montenegro	10,701
NATO	44,327
Netherlands	743,578
Norway	554,429
Organisation internationale de la Francophonie	55,483
Romania	10,841
Serbia	33,456
Slovakia	77,016
Sweden	1,140,808
Switzerland	14,026,469
United Nations	33,185
United Kingdom	351,759
United States	282,928
Other Donors	424,249
Transitories	6,153
Total	21,372,875

* Referred to for all purposes within the EU, NATO, OSCE and UN as "The former Yugoslav Republic of Macedonia".

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DCAF
a centre for security,
development and
the rule of law

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is dedicated to improving the security of states and their people within a framework of democratic governance, the rule of law, and respect for human rights. DCAF contributes to making peace and development more sustainable by assisting partner states, and international actors supporting these states, to improve the governance of their security sector through inclusive and participatory reforms. It creates innovative knowledge products, promotes norms and good practices, provides legal and policy advice and supports capacity building of both state and non state security sector stakeholders.

DCAF's Foundation Council comprises 62 member states, the Canton of Geneva and six permanent observers. Active in over 70 countries, DCAF is internationally recognized as one of the world's leading centres of excellence for security sector governance (SSG) and security sector reform (SSR). DCAF is guided by the principles of neutrality, impartiality, local ownership, inclusive participation, and gender equality. For more information please visit www.dcaf.ch.

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