

DCAF Geneva Centre
for Security Sector
Governance
20TH ANNIVERSARY

2019 ANNUAL REPORT

DEDICATED TO MAKING PEOPLE MORE SECURE
THROUGH ACCOUNTABLE AND EFFECTIVE
SECURITY AND JUSTICE



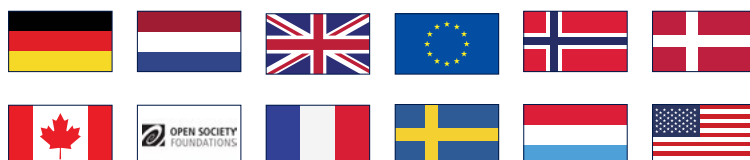
Thank you

To all our generous donors, without whom DCAF's work would not be possible.

Special thanks go to our core funders: Switzerland, Sweden, and Liechtenstein, whose trust empowers us to innovate, evolve, and plan ahead.



And we are very grateful to the donors that provide substantial support to specific projects and programmes: Germany, the Netherlands, the United Kingdom, the European Union, Norway, Denmark, Canada, Open Society Foundations, France, Sweden, Luxembourg, and the United States.



Finally, we are also very thankful for the valuable in-kind contributions we receive, typically in the form of secondees and experts, from Austria, Belgium, France, Norway, and Switzerland.



Director's foreword



At DCAF we believe that inclusive, locally owned security sector governance and reform (SSG/R) is a vital pillar of sustainable peace and development. In 2019 we worked toward this aim through projects, advisory services, and capacity building with partners engaged in more than 80 countries. We collaborated with bilateral donors and intergovernmental organizations to facilitate the sharing of lessons learned across the globe. We empowered civil society organisations to participate in national and regional dialogues on security policy, and we supported national partners to design and implement reforms, including national-level policy and legal frameworks. By engaging a wide range of stakeholders on a multitude of levels, we were able to leverage our resources and identify and facilitate synergies among partners, creating the potential for more sustainable reforms.

As you will see in the following report, this year we strengthened our partnerships and deepened our work across Europe and Central Asia, the Middle East and North Africa, Sub-Saharan Africa, Latin America and the Caribbean, and the Asia-Pacific region. It illustrates some of our innovative approaches to new and emerging security challenges that characterize many of these regions, especially in states marked by conflict and fragility.

In West Africa we expanded our field presence and launched a new phase of our Sahel project to consolidate governance, supervision and security oversight in the region. In Yemen we began a series of inclusive dialogues to foster a common understanding of security sector reform and future governance needs, thus helping warring parties put down their weapons and support the UN-led peace building process. In North Macedonia we supported a high-level conference on intelligence reform – the first of its kind – and launched a bench book to guide judges and prosecutors in the application of new standards of oversight for the intelligence sector.

Since our founding twenty years ago, we have worked in close collaboration with many multilateral organizations. This year is no different. In addition to our long engagement with the UN's Office of Rule of Law and Security Institutions, we deepened our partnerships with other UN actors who play a key role in SSG/R such as the Peacebuilding Support Office, UNDP, and UN Women.

As part of the Elsie Initiative, one of our multilateral flagship projects, we developed a methodology to identify barriers and opportunities within troop- and police-contributing countries to increase women's meaningful participation in UN Peace Operations. Now being piloted in eight countries, it will produce evidence-based recommendations to create sustained, transformational change. Also, this year we were proud to become the preferred implementation partner for the ground-breaking Voluntary Principles Initiative on Security and Human Rights. Through DCAF's Security and Human Rights Implementation Mechanism (SHRIM) we supported innovative multi-stakeholder groups in the Democratic Republic of the Congo, Nigeria, and Peru, within which representatives of government, companies and civil society work together to prevent conflict and enable development.

Thanks to our strong strategic relationships with bilateral partners and multilateral organizations such as the United Nations, the European Union, the Organization for Security and Co-operation in Europe, and the African Union we were able to carry out a variety of initiatives to improve and harmonize their SSG/R programming, particularly in the context of the 2030 Agenda for Sustainable Development.

Should the following pages increase your appetite for more information, I would also invite you to read our 2019 Performance Report at www.dcaf.ch.

In 2019, DCAF also looked inward and continued its evolution as an organization. We invested in our people and refined our operations to meet the challenges of change and growth. As part of this process we introduced our new DCAF brand, including a name change in recognition of the evolving and broadening concept of SSG/R.

As we turn the page on this year we are excited to look ahead to 2020, which marks our 20th anniversary and also the launch of a new five year strategy that will guide us with renewed vision and purpose into our third decade of driving innovation and good practice in security sector reform and governance.

Thomas Guerber
Director, Ambassador

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Mission

Since 2000, DCAF has worked to improve the governance of security sectors through inclusive and participatory reforms based on international norms and good practices. We believe that security sector governance and reform is a decisive contributor to peace and sustainable development.

Principles



Democratic control

Rule of law is essential to good governance.



Human rights

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



Local ownership

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



Impartiality

We promote democracy, but do not take sides politically.



We help to improve the way national security sectors are governed.



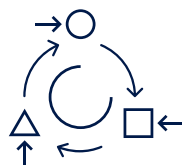
We advise on the development of effective and sustainable security governance policy.



We promote locally owned reforms that are inclusive, participatory, and gender responsive.



The **Security Sector** comprises all the people, institutions, and structures with influence over the provision, management, and oversight of human and state security and justice.



Security Sector Reform (SSR) is the process of improving the way security is provided, managed, and overseen. Its goal is to set the stage for good security sector governance.



Good Security Sector Governance (SSG) is the adherence to certain principles in the way security is provided, managed, and overseen. It is accountable, transparent, participatory, responsive, and effective.

It means the security sector functions within a framework of democratic civilian control, the rule of law, gender equality, and respect for human rights.

DCAF's footprint

Since our founding in 2000, DCAF has supported projects and provided advice and expertise to national and international partners in more than 80 countries.

Sub-Saharan Africa

1. Burkina Faso
2. Democratic Republic of the Congo
3. Ethiopia
4. The Gambia
5. Ghana
6. Guinea
7. Kenya
8. Liberia
9. Madagascar
10. Mali
11. Niger
12. Nigeria
13. Senegal
14. Somalia
15. South Africa
16. Sudan
17. Tanzania
18. Zambia

Middle East and North Africa

19. Iraq
20. Jordan
21. Lebanon
22. Libya
23. Morocco
24. Occupied Palestinian Territories
25. Tunisia
26. Yemen

Europe and Central Asia

27. Albania
28. Armenia
29. Austria
30. Bosnia and Herzegovina
31. Denmark
32. Finland
33. France
34. Georgia
35. Germany
36. Ireland
37. Kosovo*
38. Kyrgyzstan
39. Moldova
40. Montenegro

41. The Netherlands
42. North Macedonia
43. Norway
44. Serbia
45. Slovakia
46. Slovenia
47. Spain
48. Sweden
49. Switzerland
50. Tajikistan
51. Ukraine
52. United Kingdom

Latin America and the Caribbean

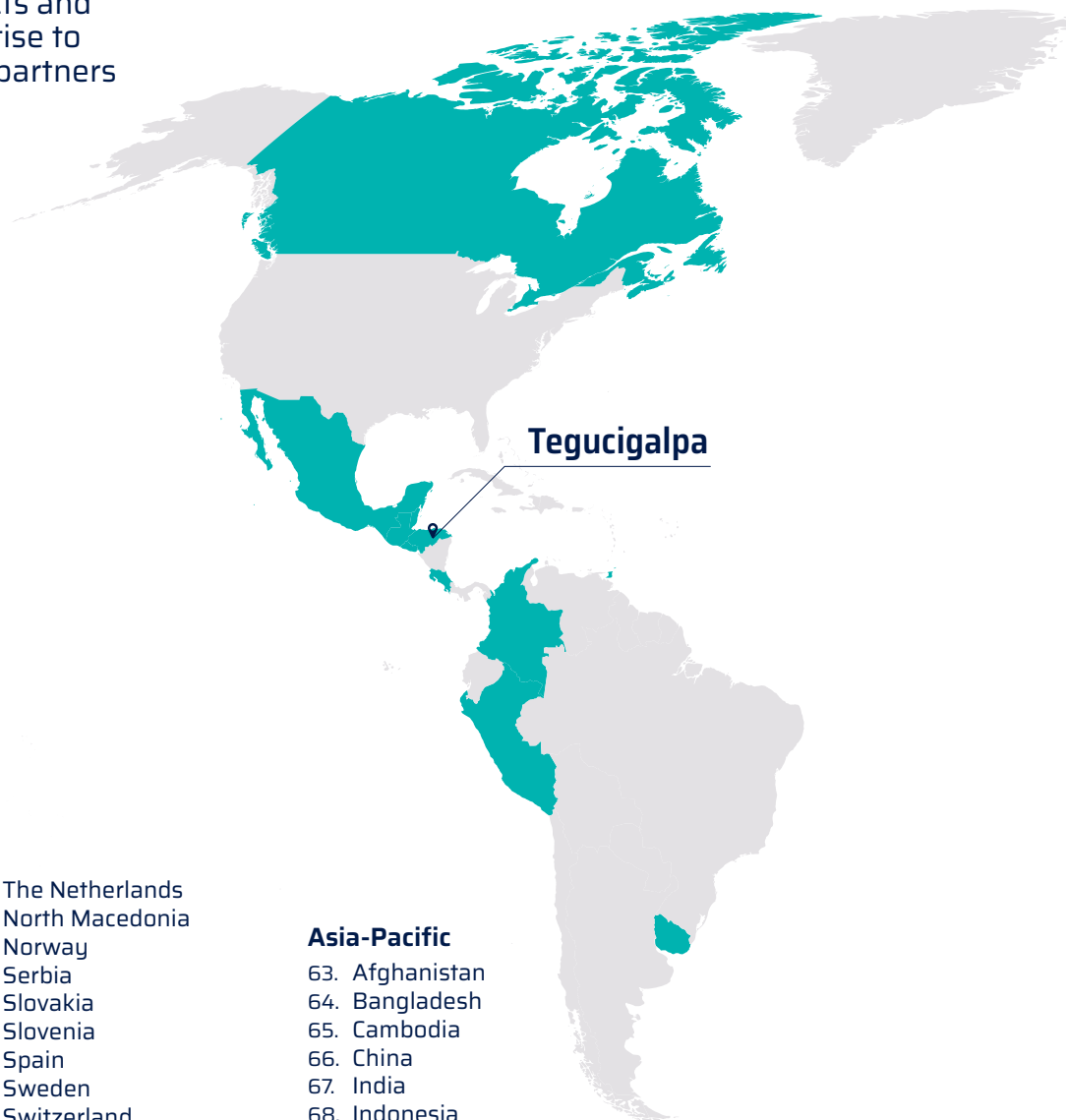
53. Belize
54. Colombia
55. Costa Rica
56. El Salvador
57. Guatemala
58. Honduras
59. Mexico
60. Peru
61. Trinidad and Tobago
62. Uruguay

Asia-Pacific

63. Afghanistan
64. Bangladesh
65. Cambodia
66. China
67. India
68. Indonesia
69. Japan
70. Malaysia
71. Maldives
72. Mongolia
73. Myanmar
74. Nepal
75. Pakistan
76. Philippines
77. South Korea
78. Sri Lanka
79. Taiwan**
80. Thailand
81. Timor-Leste

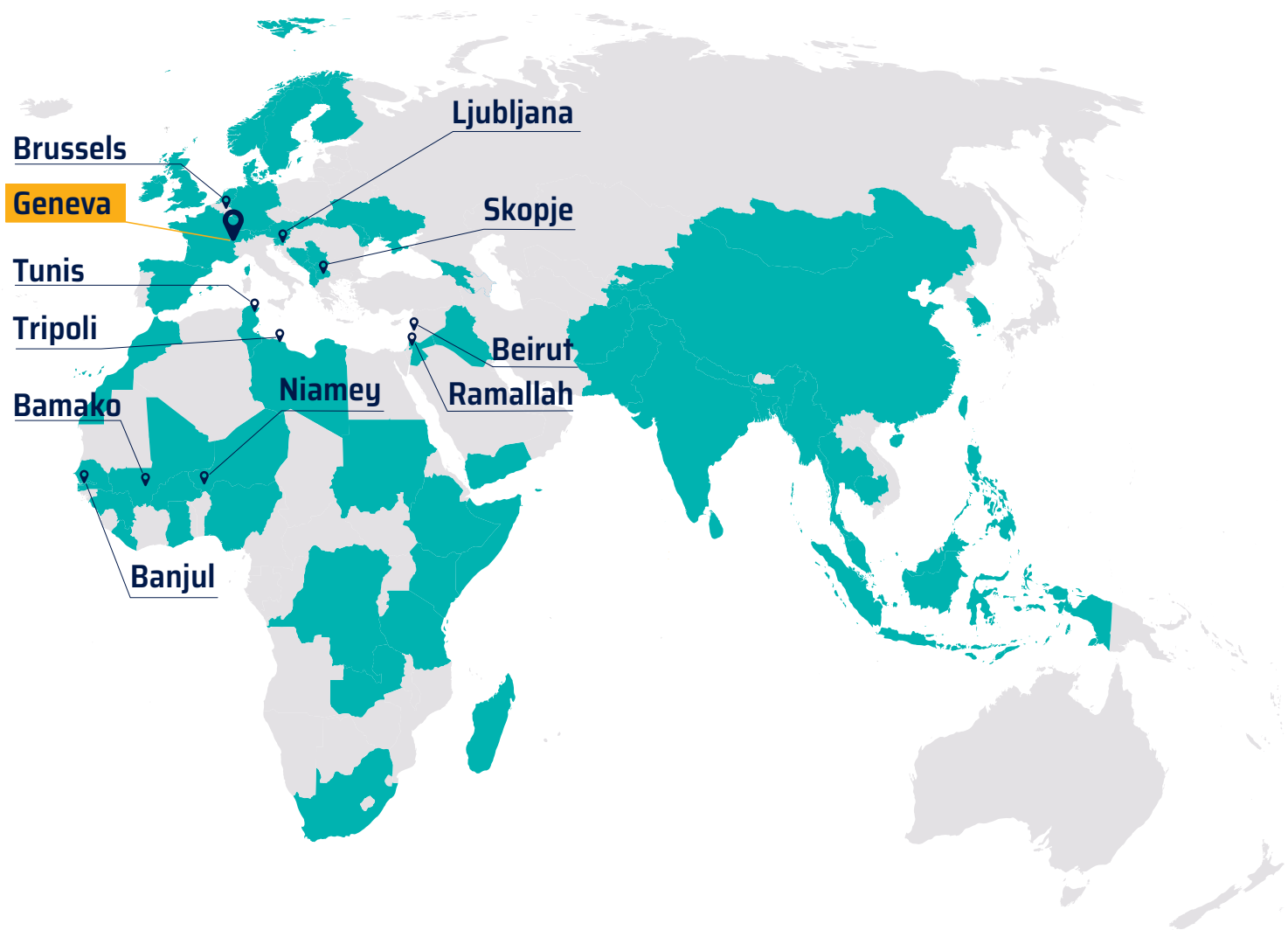
North America

82. Canada



* The Kosovo Assembly declared the territory's independence on 17 February 2008. While 37 member states of the DCAF Foundation recognized the independence of Kosovo as of the date of publication of this report, 26 member states did not do so, and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

** In 1971 the UN recognized Taiwan as a province of China.



DCAF offices

We have offices in Bamako, Banjul, Beirut, Brussels, Ljubljana, Niamey, Ramallah, Skopje, Teguciagalpa, Tripoli, and Tunis.



Parliamentary Oversight



Gender and Security



Police and Law Enforcement Reform



Defence Reform and Integrity Building



Border Management



Justice Sector Reform



Intelligence Management



Independent Oversight Institutions



Business and Security



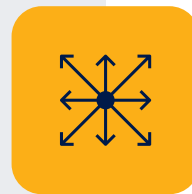
Civil Society Oversight of the Security Sector

EXPERTISE

DCAF has close to 20 years of field experience of strategy building, programme management, facilitating coordination, and navigating the politics around SSR processes.

PARTNERS

DCAF engages with the whole spectrum of security actors.



Multilateral Organizations



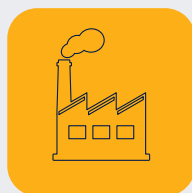
Government Ministries



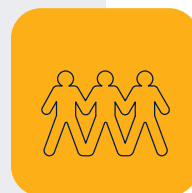
Parliaments



Media



Private Sector



Civil Society



Ombuds Institutions



Development Agencies



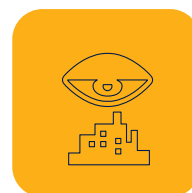
Police



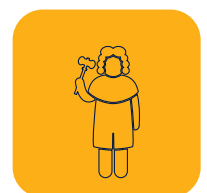
Armed Forces



Border Police



Intelligence Services



Judiciary

Supporting National Partners

We support national partners to design and implement inclusive and participatory reforms aimed at enhancing the effectiveness and accountability of security provision.



Sub-Saharan Africa

We reinforced our operational presence in the Sahel by opening offices in Bamako and in Niamey and by launching a new regional programme to extend DCAF's activities to Burkina Faso. We provided critical strategic support to The Gambia including the development of an evidence-based approach to supporting SSR processes during the country's democratic transition.



Regional Focus

Providing strategic and legal advice to state bodies responsible for security management and oversight to foster democratically-principled, human rights based security sector reforms.

Providing technical support to security institutions to strengthen internal control mechanisms aimed at fostering effectiveness and accountability.

Facilitating access for civil society to enable them to inform nationally owned security policies and reform agendas and monitor their implementation.

Providing targeted, empirically based advice to overcome gender bias and develop mechanisms to promote gender equality in security institutions.

In Bamako, civil society advocates Boubacar Keita and Diam Boubacar Ly in discussion following a meeting with DCAF's partner, WANEP.

2019 HIGHLIGHTS

Monitoring and evaluating the national internal security strategy

NIGER

We provided the Monitoring and Evaluation Committee of the National Internal Security Strategy (SNSI) with expert technical support. The committee, along with technical and financial partners, carried out an extensive assessment of the SNSI and its implementation, which contributed to the development of goals and plans for 2020-21. The stocktaking exercise was subsequently assessed during several high-level forums and meetings and highlighted the important contribution of the Nigerien State in enforcing this strategy.

Funded by: Germany



Civil society groups play a critical role in security sector reform.

Improving accountability of security forces

MALI

We supported the development and validation of a Manual for Pre-Disciplinary Administrative Investigation following an audit carried out in 2018 and the development of internal procedures for the General Inspectorate of Security Services (ISSPC) in Mali. The manual was written by ISSPC staff with guidance from DCAF experts. Its purpose is to assist the ISSPC with routine operations during field missions. The manual enables users to identify problems, conduct credible investigations, and follow disciplinary procedures. The work is a significant step for ISSPC whose goal is to provide references and practical guides to support pre-disciplinary investigations.

Funded by: The Netherlands

Tackling gender-based violence

NIGER

The management of the National Police and Permanent Training Academy requested our support following a DCAF-led evaluation that found evidence of gender-based violence within the institution. We facilitated the development of a policy to tackle gender-based violence and undertook a regional survey to measure the prevalence of the phenomenon and to understand its underlying causes. The survey enabled a working group to develop and validate the policy and to produce a set of accompanying tools.

Funded by: Security Governance Initiative (US Department of State)



Data-driven SSR

THE GAMBIA

DCAF conducted targeted assessments and data collection to ensure an evidence-based approach to the reform agenda. These assessments included a human resources assessment of the security forces – namely the army, the police, immigration services, intelligence services, and line ministries – to inform strategic discussions on how to redistribute or align security sector capacities; a gender assessment of the security sector; and a perception study of the population in the field of security. We adopted a holistic and inclusive approach and considered the need for SSR to consider connected and parallel reform processes, namely transitional justice and constitutional reform. We helped our Gambian partners to launch a country-wide SSR awareness-raising campaign after the perception study revealed that over 80 per cent of the population had no knowledge of the SSR process.

Funded by: European Union



SSG/R must reflect the needs of women to be effective and sustainable.



Lessons learned from former committee members of the legislature

LIBERIA

We worked closely with a local service provider, Media Hub Liberia, to conduct interviews of former parliamentarians and gather their testimony and tips through short video clips. In 2020 DCAF will organize a public screening with current committee members and clerks from both houses, which will be followed by an interactive debate among the participants.

Funded by: UNDP Liberia

Security forces in The Gambia learning concepts of good governance.



Mapping key security sector oversight actors

LIBERIA

We completed a mapping of key security sector oversight actors and the Liberian legislature. The document provided committee members with a brief account of the main actors involved in security sector oversight and identified potential improvements regarding their relationship with the 54th Legislature.

Funded by: UNDP Liberia

Fostering trust between the population and security forces

MADAGASCAR

In 2019 we launched a new project aimed at building trust between the population and security forces in Madagascar. The project has two main areas of focus. The first is to promote ethics and integrity within the security forces (through internal control and the revision of codes of ethics). The second is to support community-oriented policing through the development of a common national strategy for the police and the gendarmerie as well as modules for in-service training. Representatives of the army participated in some of the project's activities.

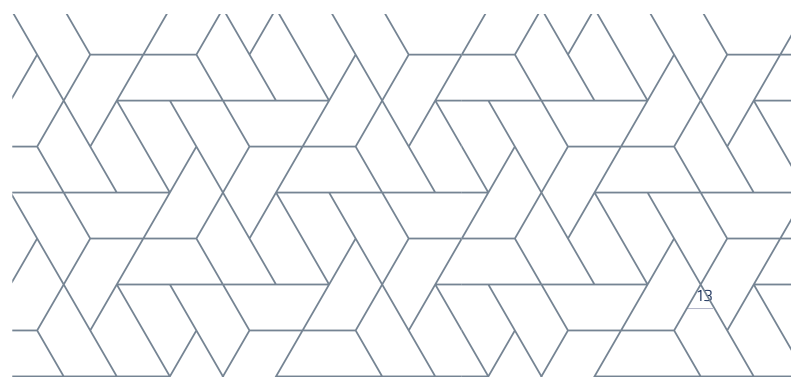
Funded by: French Ministry of Foreign Affairs (MEAE), International Organization of Francophonie (OIF)

Developing knowledge products to support democratic oversight and accountability

NIGERIA

DCAF developed knowledge products to assist committee members and legislative staff of the National Assembly, as well as civil society organizations (CSOs), in performing their oversight function of the security sector, including on budgetary issues. The knowledge products comprised three publications: a self-assessment tool for parliamentarians; an orientation handbook for incumbents; and an awareness handbook for CSOs involved in security sector oversight.

Funded by: Conflict, Security and Stability Fund (CSSF), United Kingdom



Middle East and North Africa

We continued to support democratic transitions in the MENA region and expanded our activities to engage in conflict resolution and peacebuilding in Yemen. We bring good SSG to the forefront of reform agendas and develop context-specific and inclusive responses to locally defined needs. Our work contributes to human security by advancing democratic governance, the rule of law, and respect for human rights.



Regional Focus

Strengthening effective security sector oversight by building the capacities of parliamentarians, independent oversight bodies, and civil society.

Supporting national and local authorities in addressing structural deficits to strengthen SSG.

Promoting respect of human rights and prevention of torture and ill-treatment and supporting conflict resolution and peacebuilding through inclusive dialogues on SSR.

Contributing to gender inclusivity within security and justice sectors in the region, overcoming barriers to gender equality, and promoting youth engagement.

Building trust between security sector forces and the people they serve is key to effective governance.

2019 HIGHLIGHTS

Accountability and the right of access to information

TUNISIA

Access to information on security institutions – including policies, strategies, and actions – is a key tool for strengthening transparency and accountability. Building on a Memorandum of Understanding between DCAF and the national authority for access to information (INAI), we continued to build INAI's strategic planning capacity and knowledge of relevant issues, including the classification and declassification of information. The partnership aims to empower INAI to ensure the effective implementation of the right of access to information and to enhance the accountability of public authorities.

Funded by: The DCAF Trust Fund for North Africa (TFNA)

Preventing youth crime and radicalization

TUNISIA

Enhancing trust between the security sector and marginalized groups, including youth and women, is vital for preventing the root causes of violence and radicalization. We worked with Tunisian authorities to strengthen access to restorative justice mechanisms for minors, and to improve detention conditions for those already incarcerated. We also supported the Tunisian General Child Protection Delegate's (DGPE) by increasing the institution's visibility, raising awareness of its prerogatives, and improving oversight of detention centres for minors.

Funded by: The DCAF Trust Fund for North Africa (TFNA)



Police going the extra-mile for the safety of public beaches, often a vital contributor to people's livelihoods.

Preventing torture and ill-treatment

MOROCCO

Since ratifying the Optional Protocol to the Convention against Torture in 2014, Morocco has made substantial progress in advancing the prevention of torture and ill-treatment and established a national preventative mechanism in September 2019. We contributed to strengthening the criminal justice system's resilience and prevention capacities by providing long-term support in the area, including working with prison administrative staff and forensic doctors to prevent and identify cases of mistreatments. In 2019 we helped to build internal control mechanisms within the penitentiary administration and strengthened the Public Prosecutor's Office capacity to investigate allegations of torture.

Funded by: The DCAF Trust Fund for North Africa (TFNA)

Supporting the improvement of conditions for special needs detainees

LIBYA

Detention conditions in Libya are among the worst in the world and are regularly denounced by NGOs and observers. We provided training for the Libyan Judicial Police (LJP) responsible for Libyan detention facilities. We also undertook a joint assessment on detention conditions – led by LJP, DCAF, and the European Union Border Assistance Mission in Libya (EUBAM) – that highlighted major shortfalls in the management of 'special-needs detainees' (including those awaiting trial, women, and juveniles). In response, DCAF organized an initial training session, with EUBAM's support.

Funded by: The DCAF Trust Fund for North Africa (TFNA)

Improving access to security sector legislation

LIBYA

DCAF's Libya Legal Database is an online searchable database of all legislation governing the Libyan security sector. It was developed to help state officials to maintain a comprehensive overview of Libya's extraordinarily complex legal framework – a legacy of the Gaddafi era. Freely accessible, it allows Libyan legislators, national stakeholders, and international actors to gain an overview of security sector legislation in the country, compare laws, analyse gaps and overlaps, and identify legislative reform needs. Following extensive research on detention legislation, DCAF also launched the new online Libyan Criminal Justice System database, which provides a breakdown of the four main stages of the justice system in Libya.


Funded by: The DCAF Trust Fund for North Africa (TFNA)

Building parliamentary capacity for security sector oversight

LEBANON

A parliament must be able to hold security institutions to account, prevent mismanagement and corruption, and develop laws that clearly define the responsibilities of security providers. In 2019 we continued to support the Lebanese Parliament by improving its regulatory capacity and strengthening parliamentary oversight of the security sector. We facilitated the development of a three-year strategy on parliamentary oversight, which was approved by parliament in August, and have started supporting the implementation of key activities of the strategy.

Funded by: German Federal Foreign Office



Improving relations between security forces and communities helps defuse tension and prevent violence.

Contributing to the development of a National Preventive Mechanism (NPM)

OCCUPIED PALESTINIAN TERRITORIES

The State of Palestine acceded to the Optional Protocol to the Convention against Torture (OPCAT) in 2017. To comply with OPCAT obligations, Palestine is required to establish a National Preventive Mechanism (NPM). To support the development of an independent, accountable, and pluralistic NPM framework, we facilitated consultations between the government, civil society, the Committee against Torture, and the Subcommittee for the Prevention of Torture. We also conducted training sessions aimed at Palestinian youth to enhance community awareness of the NPM.

Funded by: German Federal Foreign Office

Supporting security and justice sector transparency

LEBANON

DCAF trained General Directorate of General Security (GDGS) officers on communication and dialogue skills, in partnership with the Mediation Centre of the University St Joseph in Beirut. The goal was to strengthen day-to-day communication between security forces and citizens to improve dialogue, defuse tensions, and build trust.

Funded by: German Federal Foreign Office

Supporting governance reforms within the security agencies

OCCUPIED PALESTINIAN TERRITORIES

In 2019 DCAF facilitated consultations and conducted extensive needs assessments to inform a programme to reform the Palestinian security establishment. The programme is conducted in partnership with the Palestinian Ministry of Interior and focuses on four thematic areas: planning, monitoring and evaluation; human resources; public financial management; and complaints. DCAF set up teams composed of staff members from each security agency. The purpose of the project is to strengthen their capacities in the four focus areas.

Funded by: UK Department for International Development (DFID)

Building peace through security sector reform

YEMEN

Security sector reform can support peacebuilding efforts in Yemen by enabling parties to address immediate security concerns, as well as mutual fears, through the shared vision of a long-term SSG/R process. In 2019 DCAF started to provide inclusive support to Yemeni actors, and to the office of the UN Special Envoy, to assess short- and longer-term key security concerns, consider relevant issues, and explore potential solutions. Complementing existing processes, the objective of DCAF's initiative is to enable parties to the conflict to make progress toward ending the conflict, while laying a solid foundation for sustainable peace.

Funded by: Global Affairs Canada

Europe and Central Asia

We work closely with governments, parliaments, judicial institutions, security providers, civil society organizations, and international actors in Eastern Europe, Central Asia, and the Western Balkan region. Our work enhances security sector accountability and strengthens the rule of law and respect for human rights. In certain countries, we contribute directly to Euro-Atlantic integration processes.



Regional Focus

Boosting police integrity building and strengthening regional police cooperation on organized crime, terrorism, and irregular migration.

Making intelligence more accountable, while enhancing oversight and judicial control measures in line with international human rights standards.

Supporting parliaments, oversight bodies, and civil society in the pursuit of executive accountability, while reinforcing cooperation in cyber security through inclusive approaches.

Supporting parliaments, judicial institutions, and security providers to produce gender-responsive content and ensure gender-balanced representation.

Building capacity and technical expertise in policing and law enforcement.

2019 HIGHLIGHTS

Enhancing regional police cooperation

VARIOUS LOCATIONS

DCAF played a key role in streamlining and enhancing regional police responses to serious and organized crime. The DCAF-hosted Secretariat of the Police Cooperation Convention for Southeast Europe (PCC SEE) – comprised of six EU and six non-EU countries – continued to serve as a dedicated coordination platform to increase operational cooperation. National police officers, including undercover investigators, were deployed to neighbouring countries. Contracting parties took decisive steps toward implementing an agreement on the automated exchange of DNA, fingerprint, and vehicle registration data, by ratifying the new legal framework and making technical improvements.

Funded by: Norway, Liechtenstein, PCC SEE Contracting Parties, EU IPA II funds administered by GIZ

Contributing to the development of security sector legislation

UKRAINE

DCAF provided significant support to Ukraine's parliament in 2019, including the International Advisory Group, chaired by the EU Advisory Mission and the NATO Liaison Office. We reviewed draft security sector legislation, including laws on intelligence, classified information, and security services in Ukraine. We deployed numerous DCAF experts to Ukraine to advise on the implementation of these laws. We also offered guidance on the impact of intelligence sector reforms including structural changes, the creation of a robust parliamentary oversight mechanism, and access to confidential information. Throughout the year, DCAF organized regular strategic and working-level consultations.

Funded by: Switzerland, Norway



Engaging with the PfP Consortium and NATO Parliamentary Assembly

VARIOUS LOCATIONS

Through the Partnership for Peace (PfP) Consortium, we enabled parliaments to improve security sector legislation and oversight by supporting members of parliament from Armenia, Azerbaijan, Georgia, Kyrgyzstan, Moldova, Tajikistan, and Ukraine. We also led training sessions on anti-corruption in defence procurement and monitoring human rights in the armed forces for civil society organizations from post-soviet states. We continued to collaborate with the NATO Parliamentary Assembly (NPA) through special sessions at Rose-Roth seminars in Turkey and Belgium and the launch of a study on *Parliamentary Oversight of Military Intelligence*, which considers parliamentary practices and procedures in NATO member states.

Funded by: Switzerland, Germany

Ensuring effective oversight and accountability

ARMENIA

Throughout 2019 we worked closely with the National Assembly of the Republic of Armenia, national stakeholders, and international actors on security sector oversight. DCAF and the National Assembly organized numerous roundtables and seminars focused on ensuring effective oversight and accountability of the country's security sector. Topics included the defence budget, intelligence governance, information classification, and human rights. We also provided expert support to the OSCE multi-stakeholder policy platform aimed at strengthening security sector governance in the country.

Funded by: Germany

Reinforcing border security management

VARIOUS LOCATIONS

Countries must be enabled to respond effectively to security threats related to border management, including cross-border crime, to play an active role as regional security providers. One example is the development of cooperation agreements that address serious and organized crime. Good European practices are also used increasingly to manage migration and cross-border criminality. In 2019 our work enhanced cooperation with EU agencies and led to criminal investigations and the dismantlement of organized human smuggling networks. We also supported the OSCE Border Security Management College in Dushanbe on SSG/R, including expert support to their Senior Leadership Course.

Funded by: Norway, EU IPA II funds administered by GIZ

Building police integrity

MOLDOVA

DCAF works closely with countries to curb corruption and build institutional integrity in line with modern policing principles. Countries increasingly request our support in developing integrity assessments, strategic guidance, and police integrity implementation plans. We also help to produce action plans, deliver police leadership training, and strengthen in-service police integrity training capacities. In 2019 we reinforced the capacity of the Integrity Team of the Moldovan Ministry of Interior to deliver police integrity training based on DCAF-developed principles and methodologies related to SSG/R.

Funded by: Switzerland, Norway

Strengthening cybersecurity in the Western Balkans

WESTERN BALKANS

DCAF's 'Enhancing Cybersecurity Governance in the Western Balkans (2018-2021)' project – now in its second year – supports cybersecurity governance, cooperation, and capacity building. In 2019 we brought together members of parliament and parliamentary staff from across the region to consider cybersecurity challenges and oversight requirements. Computer emergency response teams (CERT) play a vital role in cyber defence. Our work strengthened national CERTs at the institutional and individual staff level and significantly improved engagement between the public and private sectors, as well as Western Balkan economies on cybersecurity.

Funded by: United Kingdom

Supporting intelligence sector reform

NORTH MACEDONIA

DCAF helped to strengthen intelligence legislation and establish new executive and oversight structures. Parliament is now more active as a result and regularly engages in intelligence oversight activities. In 2019 judges and prosecutors developed a *Benchmark on Implementation of Measures for Communications Interception* – enabling them to apply higher standards of judicial vigilance when dealing with communication interception requests. In December, a high-level intelligence reform conference – the first of its kind – helped to make the achievements brought about by these reforms, as well as remaining challenges, more visible to the public. The reforms have also helped to bring North Macedonia closer to its aspirations of EU integration.

Funded by: United Kingdom, the Netherlands, Switzerland, Sweden, third-party contribution from the United States Embassy in Skopje

Judicial control of special investigative measures

BOSNIA AND HERZEGOVINA

Police and intelligence services must obtain judicial warrants before using Special Investigative Measures (SIM), widely used to fight serious crime, corruption, and terrorism. In 2019 we worked to strengthen the capacity of the judicial system to uphold the rule of law and individual liberties by independently monitoring the use of SIM. A working group – comprised of 22 judges, prosecutors, and legal experts – met regularly to assess relevant regulations and practices and to develop knowledge products designed to inform and guide local judicial practices that conform to the standards and principles of the European Court of Human Rights.

Funded by: Norway

The security needs of women, men, and gender minorities must be equally and effectively addressed in SSG/R.



Asia-Pacific

We support national and international activities that aim to improve the integrity and accountability of armed forces and police, and strengthen the capacity of oversight institutions, such as parliaments and civil society. We promote good security sector governance through facilitating active networks of SSG/R actors at the national, sub-regional, and regional levels.



Regional Focus

Convening multi-stakeholder forums at the national, sub-regional, and regional levels.

Strengthening the capacity of oversight institutions with responsibility for the security sector.

Supporting reform of security institutions with a special focus on accountability.

Incorporating gender perspectives into training sessions and meetings and promoting equal representation of men and women in Thailand, the Philippines, and Myanmar.

Supporting police reform in Myanmar with training in leadership, human rights, and investigating cybercrimes.

2019 HIGHLIGHTS

Establishment of sub-regional networks and partnerships

ASIA-PACIFIC REGION

As part of its multi-year initiative 'Promoting Good Security Sector Governance in the Asia-Pacific Region', DCAF is working with 21 sub-regional and national partner institutions and associates across South Asia, Southeast Asia, and East Asia. We facilitated three sub-regional forums in Nepal, Philippines, and South Korea. Each forum brought together numerous national working groups to engage in a region-wide exchange and debate on key governance and reform challenges and opportunities at the national, sub-regional, and regional levels. Additionally, throughout the year DCAF supported national SSG working groups in many countries, further strengthening and consolidating national and sub-regional networks and partnerships and identifying priorities for national-level activities to be developed in 2020.

Funded by: Open Society Foundations (OSF)



Providing technical expertise to nationally-led SSG/R processes.



Training for key stakeholders in the Myanmar peace process

SWITZERLAND AND MYANMAR

DCAF delivered three SSG/R trainings to key stakeholders in the Myanmar Peace Process, and supported a week-long study visit to The Hague by members of the Union Peace Dialogue Joint Committee's security sector working group, with inputs drawn on a DCAF comparative study on security sectors in federal systems. DCAF delivered two weeks of intensive training on SSG/R; disarmament, demobilization, and reintegration (DDR); peace processes; and related topics in Geneva for 24 military officers of the Myanmar Armed Forces. Additional training sessions in SSG/R and DDR were offered to nearly 100 key stakeholders and high-level representatives from the Armed Forces, the Ministries of Defense, Home Affairs and Border Affairs, the Myanmar Parliament, and the Myanmar Police Force.

Funded by: Swiss Federal Department of Foreign Affairs (FDFA)

Engaging with the security sector community

PHILIPPINES

DCAF supported capacity building of a variety of security sector institutions in the Philippines. Given the contemporary significance of maritime SSG/R, we co-organized a two-day workshop on 'Maritime Security Sector Governance and Reform' with the National Defence College of the Philippines, and the Friedrich-Ebert Foundation. Additionally, DCAF designed and delivered a module on 'Security Sector Governance (SSG) and Security Sector Reform (SSR): International Experiences' as part of a two-week module on 'Peace, Security and Development' for a senior executive class of the Armed Forces of the Philippines. Along with the Philippine Public Safety College (PPSC), DCAF co-organized our 5th annual seminar on police governance at the Philippines National Police Academy.

Funded by: Friedrich-Ebert Foundation (FES) in Manila



Partners from across Southeast Asia share lessons-learned and best practices.



Working with a wide range of national and international actors in SSG/R across Asia-Pacific.

Supporting capacity building of the Myanmar Police Force

MYANMAR

As part of the 'Support to the Reform of the Myanmar Police Force' project, DCAF focused on strengthening the capacity of police officers to respect, protect, and promote human rights and fundamental freedoms. We provided a series of training modules to 25 officers in an Air Transport Duties course; a module on leadership training to 20 officers in a Cybercrime Investigation course; a module on guiding document training, covering standard operating procedures and other key regulations, for 20 officers in a First Responder Cybercrime course; and a module on air hijacking and international law for 20 Air Marshalls. In addition, 50 officers participated in a two-week high-level strategic analysis and environmental scanning course and a week-long leadership training.

Funded by: European Union MYPOL Project

Supporting capacity building for parliamentary oversight

MYANMAR

DCAF organized a series of two-day workshops to strengthen the capacity of parliamentarians and their staff on parliamentary oversight and legislation of police-related law. Workshops included parliamentary oversight of criminal law, conducting regulatory impact analysis, and reviewing criminal law and its implementation to understand the process of reviewing, updating, and amending police-related laws. Furthermore, DCAF organized a series of two-day workshops for members of parliament and their staff on the crucial role of parliaments in security sector governance and peace processes.

Funded by: European Union MYPOL Project

Latin America and the Caribbean

In 2019 we supported the police, parliaments, and civil society in Colombia and Honduras by developing capacities and promoting norms and good practices to contribute to a more effective, transparent, and inclusive security sector that is properly overseen by the relevant authorities and accountable to the people they serve.

Regional Focus

Strengthening institutional effectiveness and integrity of police services within a framework of human rights.

Advancing security provision by the police that is gender sensitive and responsive to the needs of all people.

Supporting legislative bodies to effectively oversee the security sector.

Supporting civil society and security institutions in promoting gender equality and responding effectively to gender-based violence.

Indigenous women in Mitú, Colombia work together to define security priorities for women in their community.

2019 HIGHLIGHTS

Advancing good governance in the Honduran National Police

HONDURAS

Through our multi-year police advisory programme and dedicated field office in Tegucigalpa, DCAF provided strategic and technical support to the ongoing reform process in the Honduran National Police. As a result, key elements of good governance are being integrated into strategic and operational plans. We supported the strengthening of the external oversight body of the police. We also conducted a diagnostic analysis that served as the basis for reviewing its institutional strategic plan and the creation

of new training and communication plans, all of which we are supporting. Likewise, we secured local ownership and sustainability through the official creation within the police of working groups on gender mainstreaming and internal control. Our work laid the foundation for the development of a modernization plan and the implementation of a gender self-assessment. Both projects will be guided by DCAF knowledge products such as the *Gender Self-Assessment Guide* and the *Toolkit on Police Integrity* - both of which are available in Spanish

Funded by: Swiss Agency for Development and Cooperation (SDC)

Marking White Ribbon Day, the UN International Day for the Elimination of Violence Against Women, in Honduras.





Improving the security dialogue between rural women and the police

COLOMBIA

With the support of our local partner Corporación de Investigación y Acción Social y Económica (CIASE), DCAF conducted consultations and capacity-building workshops on gender and security for women of all ages and ethnicities in 10 rural areas affected by the armed conflict. Based on the results, we are producing tailored recommendations for the police to improve women's access to security in these areas and establishing dialogue roundtables between women's groups and the police. In parallel, we offered innovative capacity-building workshops to more than 80 police officers on topics such as masculinities, peacebuilding, conflict-transformation, and ethnicity. Following the success of these workshops, the Colombian police requested further training. They also proactively shared the methodologies learned in these workshops with the Peruvian National Police.

Funded by: Royal Norwegian Ministry of Foreign Affairs

Supporting more gender sensitivity in police services

COLOMBIA

DCAF is supporting the Colombian National Police to conduct a gender self-assessment, which is the first assessment of its kind being conducted in the LAC region. This assessment will serve as a baseline for developing – and measuring progress on – a set of recommendations for the police to address gaps and make the most out of opportunities to advance gender-sensitive policies and approaches, both inside the police force and with the general public. As part of this project, and in the context of the First Conference on Peacebuilding, Gender and Police organized by the Colombian police, DCAF, together with the Norwegian Ambassador, presented ten outstanding female police officers from eight different regions of the Colombia National Police with awards for their contributions to improving police-community relations.

Funded by: Royal Norwegian Ministry of Foreign Affairs

Visit to a traditional maloca in the indigenous community "12th of October" that was rebuilt with help from the Colombian National Police.





National Police Women's Achievement Award at the 1st International Congress on Peacebuilding, Gender and Policing in Colombia.

Strengthening the role of Congress in security sector oversight

COLOMBIA

Together with our partners, the Folke Bernadotte Academy and the Embassy of Sweden, we organized capacity-building workshops for members of the Colombian Congress to share tools, good practices, and lessons learned on security sector oversight. The first workshop aimed specifically at advisers and assistants of the Colombian Congress, with an introduction to SSG/R and the role of the legislature in overseeing the security sector. The second workshop targeted lawmakers and their advisers, and shared insights on civil-military relationships, human security and gender

mainstreaming. DCAF also conducted a brief parliamentary self-assessment that enabled participants to reflect and exchange ideas on the importance of legislative oversight. Through these events, DCAF reached a total of 66 participants from 8 different political parties across the political spectrum. We are currently developing a baseline study on legislative oversight of the security sector in Colombia, which will be published in 2020.

Funded by: Folke Bernadotte Academy (FBA), DCAF core funding

Capacity-building workshop in legislative oversight of security sector for members of the Colombian Congress.



Pooled Funding Mechanisms

DCAF manages several pooled funds that grew from a specific donor need informed by geographic or thematic priorities:

DCAF Trust Fund for North Africa (TFNA)

Established in 2012, the TFNA offers security sector reform assistance to countries in North Africa to prevent and address risks of instability, fragility, and violence. The TFNA is a pooled funding instrument that supports DCAF's activities in and on Egypt, Libya, Morocco, and Tunisia. The purpose of the TFNA is to provide flexible, rapid, and long-term assistance to local governments, parliaments, security institutions, civil society, and communities. Members include Belgium, France, Germany, Luxembourg, the Netherlands, and Switzerland.

DCAF Security and Human Rights Implementation Mechanism (SHRIM)

The SHRIM is a multi-donor trust fund committed to improving security and human rights good practices in the field of responsible business conduct. The SHRIM supports local actors in a coherent, sustainable, and administratively efficient way, building on the engagement of committed donors. Through the SHRIM, DCAF's unique expertise contributes to developing international multi-stakeholder mechanisms to support local actors to implement security, development, and human rights programming in fragile contexts.

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 assisting member states and institutions to support security and justice reform processes in partner countries, by contributing to the efforts of multilateral and regional organizations, and by promoting good security and justice reform practices and principles. (For further details on ISSAT's work, see the 'Bilateral Partners' section.)



Assisting International Actors

We assist international actors to enhance the effectiveness and coherence of their support to nationally led and locally owned SSR processes.

Bilateral Partners

Our work with bilateral actors in 2019 focused primarily on enhancing the effectiveness of their support to SSG/R programmes by conducting substantive reviews, evaluations, and mappings based on our operational experience. We also offered a series of professional development and training activities aimed at increasing the capacity of international actors to better support SSG/R processes.



Working closely with communities to understand root causes of violence and prevent conflict.

2019 HIGHLIGHTS

Evaluating Sweden's juvenile justice project

ALBANIA

The Swedish Police Authority asked DCAF to assess the progress made by its juvenile justice project in Albania using the original baseline assessment – previously developed by DCAF. Managed by the Swedish Police Authority and jointly implemented by the Swedish Prosecution Authority, the Swedish Prisons/ Probation Service, and the Swedish Courts Administration, the project applied a unique whole-of-government approach to help address issues related to juveniles in conflict with the law and the criminal justice system. The evaluation considered the effectiveness of the project and its outcomes, and assessed the relevance of its activities.

Mandated by: Sweden

SSG/R mapping in the Middle East

VARIOUS LOCATIONS

We conducted a desk-based mapping on security and justice in Iraq, Jordan, Lebanon, and Yemen. The mapping adopted a strategic approach and considered the state of international support to security and justice programming in these countries. It also acknowledged international assistance trends, challenges, and gaps.

Mandated by: United Kingdom, Germany, the Netherlands, Sweden, Norway

Strategic review of the Building Integrity project

UKRAINE

We supported the Norwegian Ministry of Foreign Affairs to conduct a basic review of a project on 'Building Integrity in the Defence Sector', which is being implemented by the Norwegian Centre for Integrity in the Defence Sector (CIDS) under the Norwegian Ministry of Defence. The review examined the current reform context; considered opportunities and challenges related to ongoing reforms to strengthen procurement and human resource management systems in the Ministry of Defence; and mapped emerging results of the project.

Mandated by: Norway

Evaluation of Norwegian Rule of Law Advisors to Ukraine (NORLAU) Probation Project

UKRAINE

The Norwegian Ministry of Foreign Affairs asked us to review its work to support judicial sector reform in Ukraine, including the introduction of a probation service and an increase in alternative sanctions. The review assessed implementation at the political, strategic, and technical level. The results showed that significant progress had been made, particularly when compared to previous programmes in Moldova (NORLAM) and Georgia (NORLAG). The project had applied key lessons learned from these programmes, including the need for a more streamlined, structured approach, and a narrower thematic focus.

Mandated by: Norway

Governance, justice, and security portfolio mapping

VARIOUS LOCATIONS

We conducted a mapping of the Swedish International Development Cooperation Agency's (Sida) SSR portfolio to provide a baseline understanding of its core SSR programmes, including security and justice governance and reform, as well as the accountability of security and justice actors. The mapping covered the period 2013 to 2018 and adopted a wide geographical approach. The aim was to outline gaps and opportunities and to consider how Sida's SSR programming can target conflict prevention more effectively.

Mandated by: Sweden

Improving understanding of conflict prevention and SSG/R

VARIOUS LOCATIONS

In 2019 we launched a project to operationalize the link between conflict prevention and SSG/R by mapping the fragility framework of core actors to identify common challenges and gaps. The goal is to improve understanding on how SSG/R programming contributes to the prevention of conflict and fragility. By creating a database of security, justice, and governance reform indicators – comprised of 17 sets of indices and frameworks – we were able to identify approximately 800 indicators. In 2020 we will reinforce this approach by identifying key indicators for donor-supported SSG/R programming to mainstream conflict prevention concerns in fragile and conflict-prone areas.

Supported by: ISSAT pooled funders (Denmark, Germany, Ireland, the Netherlands, Slovakia, Sweden, Switzerland, UK)

Building capacity through security & justice sector reform training

VARIOUS LOCATIONS

In 2019 we delivered a series of introductory and advanced courses on SSG/R in Austria, Finland, and the United Kingdom. The goal was to enable participants to build their capacities and strategic thinking, as well as to encourage them to share their own views and experiences on SSG/R trends and practice. The courses in Austria and Finland were carried out within the framework of the European Security and Defence College (ESDC).

Mandated by: Finland, Austria, UK

Partners: Austrian Study Centre for Peace and Conflict Resolution (ASPR), Austrian Ministry of Defence, Finnish Defence Forces International Centre (FINCENT), 77th Brigade of the UK's Ministry of Defence

Highlighting good practices and challenges of personnel selection

VARIOUS LOCATIONS

Following a mapping of EU member states' civilian Common Security and Defence Policy (CSDP) secondment systems undertaken in 2018, we presented our findings to CivCom delegates in Brussels, and to representatives from the European Union External Action Service's (EEAS) Crisis Management and Planning Directorate (CMPD) and Civilian Planning and Conduct Capability (CPCC). The mandate highlighted good practices and the challenges of selecting appropriate personnel, including the need to create an enabling environment for deployment, improved career management, and optimization of international deployments.

Mandated by: Ireland



Helping police curb corruption and build institutional integrity in line with modern policing principles.

Effective SSG/R advising in complex environments

VARIOUS LOCATIONS

DCAF and InterPeace delivered a new pilot course on effective advising to strengthen advisor capacities. The course reinforced the need for enhanced soft skills, competence, and aptitude when supporting locally driven SSG/R strategies. DCAF also participated in an international conference on strategic advising in police capacity building and development, organized by the Centre of Excellence for Stability Police Units (CoESPU). We contributed to panel discussions on pedagogical issues related to training on effective advising and new global challenges for strategic advising.

Supported by: ISSAT pooled funders (Denmark, Germany, Ireland, Netherlands, Slovakia, Sweden, Switzerland, UK) with additional support provided by Sweden, Germany, Switzerland and the Netherlands

SSG/R and the prevention of violent extremism

VARIOUS LOCATIONS

In 2018 we designed and developed a course on the nexus between SSG/R and the prevention of violent extremism. We went on to deliver two pilot courses in 2019: one in Mali (in French), and the second in the Netherlands (in English). The goal is to build a network of professionals who are equipped with the knowledge and practical tools to better understand the drivers of violent extremism, and to enable them to develop more targeted and comprehensive programmes to prevent and counter violent extremism.

Mandated by: France, Switzerland, Norway, Denmark, and the Netherlands

Aligning methodologies with current best practices

VARIOUS LOCATIONS

We refined our methodologies, which serve as a key tool for guidance development, to respond to our own experiences and those of other practitioners during justice and security programming. The newly refined mapping methodology, for example, provides donors with a baseline understanding of their security, justice, and governance reform portfolio by sector, theme, and location. We will continue to adapt and improve our methodologies in 2020.

Supported by ISSAT pooled funders (Denmark, Germany, Ireland, the Netherlands, Slovakia, Sweden, Switzerland, UK)

Reviewing our flagship Security and Justice Governance and Reform (SJGR) training course

VARIOUS LOCATIONS

We continued to review our advanced course on SJGR – particularly processes related to problem solving, critical thinking, and the application of SJGR methodologies – to improve practices in the field and at headquarters. The new course will rely less on theoretical information and more on interactive activities to raise awareness. It will focus on applying knowledge and tools, encouraging critical thinking, and enhancing self-awareness and improved understanding in the context of SSG/R implementation. The first revamped SJGR course will be held at the United Nations Training School Ireland (UNTSI) in March 2020.

Mandated by: United Kingdom, Germany, the Netherlands, Sweden, Norway

Building capacity and enhancing coordination in SSG/R among multilateral partners.



International Security Sector Advisory Team

Established in 2008, our International Security Sector Advisory Team (ISSAT) provides practical support at a strategic and operational level to the international community in its efforts to assist national SSG/R processes.

Our activities focus on four core areas: advisory field support; professional development and training; outreach and knowledge services; and strategic support. Working with 23 member states/organizations and observers, we strengthen the capacity of these bilateral and multilateral actors to support SSG/R processes based on

international good practice. In 2019, many members solicited our support thanks to the substantive expertise and operational experience we have accumulated over the years.

We received an increasing number of requests to provide recurrent and cumulative support to ongoing donor programmes, particularly for reviews and evaluations. We also sought to strengthen and deepen our partnerships with key SSG/R actors, such as the African Union, the European Union, and the United Nations. This continued investment over the years produced tangible results in 2019.



ISSAT PRIORITIES FOR 2020

Advancing adaptive and politically engaged security and justice programming for governing board members (GBMs).

Further developing and consolidating 2019 work on our facilitation of GBM coordination.

Further developing our toolbox of approaches and examples for GBMs on how to support security and justice.

Continuing to enhance GBM capacity to deploy security and justice advisors.

ISSAT provided field-focused support to the following countries:



Albania



Bosnia



Iraq



Jordan



Lebanon



Liberia



Madagascar



Mali



Moldova



The Gambia



Ukraine



Yemen

ISSAT provided direct support to the following Governing Board Members and institutions:



Austria



Denmark



Finland



France



Germany



Ireland



Netherlands



Norway



Slovakia



Sweden



Switzerland



UK



African Union



EU



OSCE



UN



World Bank

Multilateral Partners

In 2019 DCAF continued working with multilateral partners to enhance their provision of effective and coherent support to national SSR processes. This has included strong engagement with the United Nations, the European Union, and the Organisation for Security and Cooperation in Europe.



Policy research studies for UN SSR Unit

UNITED NATIONS

In 2019, we further advanced on two policy research studies conducted at the request of the UN's SSR Unit. For the first study, we led a review of national experiences in integrating ex-combatants into the security sector. We presented the initial findings at a meeting in New York to share policy and practice implications with member states and UN representatives (see 'Policy and research' section). The second study will present a mapping of UN defence sector reform support through an analysis of Security Council mandates and country-specific reports of the Secretary-General. The study forms part of the formal review process of the 2011 UN DSR Policy, which is being led by the SSR Unit in coordination with the UN Inter-Agency SSR Task Force, including the Office of Military Affairs.

Funded by: Slovakia, Switzerland, DCAF core funding

Partners: In addition to the above donors, UN DPO SSR Unit, and other members of the UN Inter-Agency SSR Task Force

Providing practical support to improve security and justice, primarily in conflict-affected and fragile states.

Improving gender-sensitive SSG/R programming

UNITED NATIONS

The UN Justice and Corrections Standing Capacity and the Police Standing Capacity asked us to support the facilitation of a workshop on gender equality and the rule of law in conflict and post-conflict settings. The request followed support provided by DCAF in 2018. The workshop focused on tools for improved gender-sensitive technical analyses and assessments; gender-sensitive programming and interventions; and the finalization of a draft gender tracking and reporting system.

Supported by ISSAT pooled funders, with an additional third party contribution provided by the United Nations



Effective, accountable policing is key to public security in fragile and conflict-affected states.

Multi-institutional assessments for the EU in the Gambia

EUROPEAN UNION

Our work in The Gambia and expertise in conducting assessments meant we were ideally placed to carry out a human resource assessment of The Gambian Immigration Department, The Gambian Police Force, The Gambian Armed Forces, and The Gambian State Intelligence Service and the Ministries of Justice, Defence, and Interior. The institutional assessments, which looked at the capability, efficiency, effectiveness, and accountability of each of the institutions, also included a large-scale staff satisfaction survey of security sector personnel. The findings not only served as a guide to EU programme identification processes but also to inform EU political dialogue on SSG/R with The Gambia.

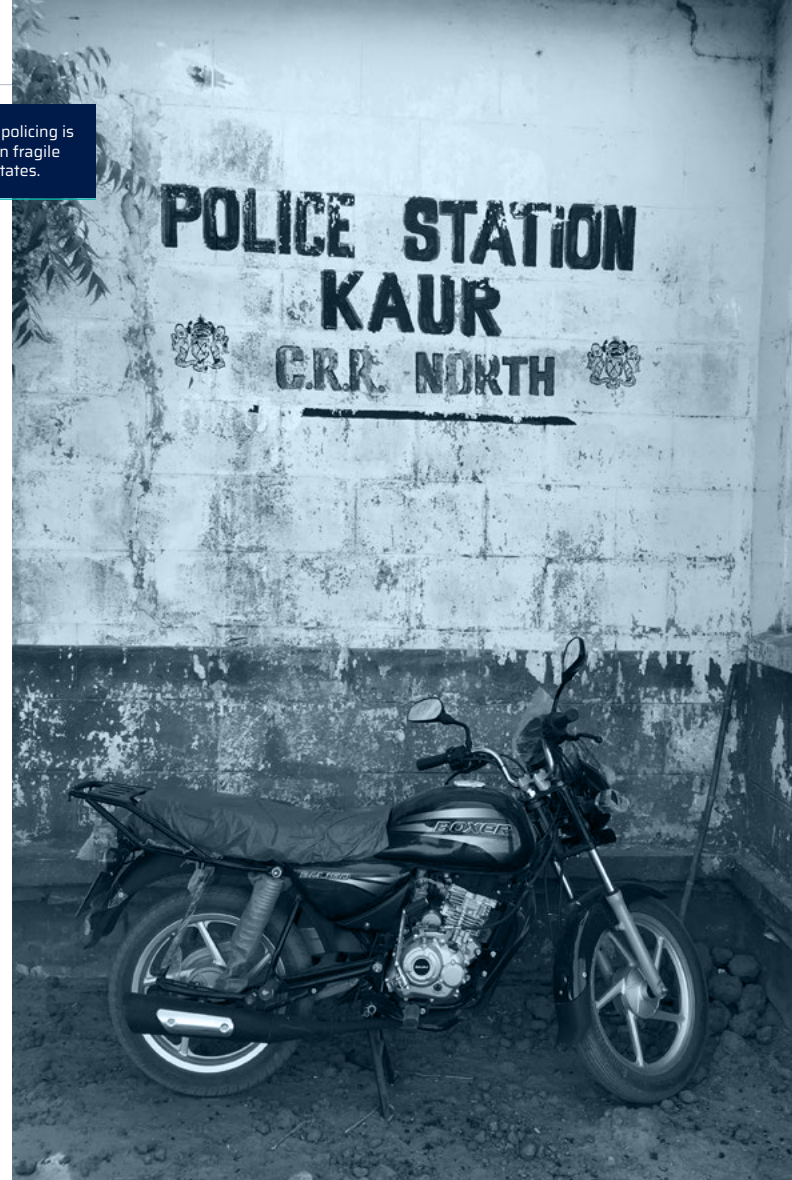
Mandated by: EU Instrument contributing to Stability and Peace

Strengthening our partnership with the ESDC SSR Executive Academic Board

EUROPEAN UNION

The European Security and Defence College provides EU-level training and education on the Common Security and Defence Policy (CSDP), which forms part of the Common Foreign and Security Policy (CFSP). DCAF's International Security Sector Advisory Team (ISSAT) has been a member of the Executive Academic Board working group on SSR (EAB-SSR) since 2011. Our relations with EAB-SSR were enhanced in 2019 by the successful delivery of Basic and Advanced level courses in Austria and Finland respectively. We also provided inputs on supporting the development of an SSG/R Civilian Coordination Training (CCT) work plan in support of CSDP missions.

Supported by ISSAT pooled funders



Piloting the partnership with IGAD on SSG/R assistance

IGAD

We further reinforced SSG/R components across the African Peace and Security Architecture (APSA), through support to the Intergovernmental Authority on Development (IGAD) to strengthen SSG/R support in the context of implementation of its regional peace and security strategy. As part of a pilot collaboration phase, we reinforced the capacity of IGAD teams to deliver regional training on gender, women empowerment, and security; and national training on SSG/R to high-level authorities from Somalia. Future assistance is likely to focus on policy development and advisory and programmatic support.

Supported by ISSAT pooled funders, with additional support provided by Denmark and Germany

Inaugural meeting of the AU SSR Steering Committee

AFRICAN UNION

The African Union Peace and Security Department asked DCAF to support the official inauguration of the AU Security Sector Reform Steering Committee – set up to respond to the recommendations of the 2018 Africa Forum on SSR. We provided strategic advice on the development of a terms of reference for the committee. We also helped to conceptualize the event and to develop reporting and quality control mechanisms.

Supported by ISSAT pooled funders

Toward implementing the OSCE Secretary General's Report on SSG/R

OSCE

The emphasis placed on SSG/R by the Slovak Chairmanship of the OSCE made DCAF's support even more significant in 2019. We supported the development of the first-ever OSCE Secretary General's Report on SSG/R, which was launched in March. We also facilitated a workshop for representatives of the OSCE Group of Friends of SSG/R and the OSCE SSG/R focal points to identify next steps in implementing the report's recommendations. Finally, we contributed to the Chairmanship Conference on SSG/R in Bratislava in September; the inputs fed into the Chairmanship Statement on SSG/R at the Ministerial Council.

Funded by: Slovakia, Switzerland, DCAF core funding

Promoting peace, security, and stability

AFRICAN UNION

As part of DCAF's annual support to the AU Commission (AUC) on SSR, we backstopped the team in charge of designing, conceptualizing, and implementing the AU High-Level Retreat titled 'Security Sector Reform and Governance in Africa: Evolving Principles and Practices from Prevention, Peacemaking and Peacebuilding Interventions'. DCAF's Director participated in the event and shared DCAF's own experiences of SSG/R in conflict prevention and post-conflict reconstruction settings.

Supported by ISSAT pooled funders and the DCAF Director's Office

Enhancing multilateral support for SSR

UN, EU, OSCE

We supported the UN, the EU, and the OSCE in implementing one of the key recommendations of our 2018 research study on the approaches of multilateral organizations to supporting nationally led SSR processes. While the policy frameworks of multilateral organizations often recommend joint assessments, the study found that implementation efforts are regularly hindered by the lack of a common methodology. The OSCE asked us to facilitate a joint workshop on assessment methodologies for senior UN, EU, and OSCE staff to encourage more joint analysis, including joint interpretations of findings on how to adapt support on the ground.

Funded by: Switzerland, DCAF core funding

Contributing to International Policy Development

We contribute to international policy development by distilling and disseminating cutting-edge knowledge that facilitates the elaboration of norms, standards, and good practices related to SSG and SSR.

Policy and Research

We produce empirically grounded and policy-oriented comparative research on global thematic topics relating to SSG. DCAF is recognized internationally as an expert on a variety of topics, including SSG/R and the 2030 Agenda for Sustainable Development; democratic oversight and ombuds institutions; SSG/R and peace processes; and emerging security challenges, such as migration and SSG/R.

We also work with multilateral organizations, such as the UN and the OSCE, to improve and harmonize their SSG programming, particularly in the context of the UN's 2030 Agenda for Sustaining Peace.



Thematic Focus

The Sustainable Development Goals and SSG – supporting multi-lateral frameworks through evidence-based policy guidance and research.

Ombuds institutions – building capacity in oversight institutions of the armed forces.

SSR and emerging security challenges – exploring new domains of SSG/R research and providing cutting-edge insight.

UN and SSR – mapping how the UN supports defence sector reform, including through the mainstreaming of gender and human rights issues.

Making the links between effective security sector governance and sustainable peace and development.

2019 HIGHLIGHTS

Promoting evidence-based policy and practice

UNITED STATES

To promote evidence-based policy and practice, the Folke Bernadotte Academy and the UN DPO's SSR Unit hosted a research-policy dialogue on SSR in fragile and conflict-affected situations. The event was held in New York in September and sought to connect senior scholars from leading international universities and institutions with policymakers and practitioners to engage in a dialogue on research findings and their implications for policy and practice. DCAF was not only asked to present the findings of its ongoing research study on reintegrating ex-combatants into the security sector, but also to draft the after-action research report of the event highlighting where evidence is being built and avenues for future research.

Funded by: Folke Bernadotte Academy (FBA), Switzerland

Partners: Folke Bernadotte Academy (FBA), UN DPO SSR Unit

SSR and peace processes

VARIOUS LOCATIONS

In 2019 we finalized a research project on the interconnection between peace processes and SSR and related security activities (including disarmament, demobilization, and reintegration (DDR), mine action, and small arms and light weapons control). Using a mixed-methods approach, the project considered how these activities have been integrated, neglected, or ignored in recent peace processes. The research culminated in two thematic briefs: a research report, including two case studies on Colombia and the Central African Republic, as well as a mapping of SSR and DDR provisions in peace agreements between 2000 and 2015; and a collection of insights for a training module.

Co-funded by: Switzerland, DCAF

Partners: Center for Security Studies at ETH Zürich, the Centre for Humanitarian Dialogue, UN Mediation Support Unit and Swiss FDFA (Mediation Desk), Small Arms Survey, GICHD



Promoting internationally recognized best practices in SSG/R.



Contributing to multi-stakeholder conversations on SSG/R in fragile and conflict-affected states.

The OSCE Code of Conduct on Politico-Military Aspects of Security

AUSTRIA

To mark the 25th anniversary of the adoption of the OSCE Code of Conduct on Politico-Military Aspects of Security, we published a study to draw attention to this important confidence-building measure. The study presented the findings of research on intra-state elements based on the Code of Conduct's information exchange among governments of OSCE participating States. The goal was to develop an evidence-based understanding of the scope of responses provided by OSCE participating states since 2018, and to ensure the tool is used as extensively as possible. We presented a draft of the report at the Eighth Annual Discussion on the Implementation of the Code of Conduct in Vienna. Participants were able to review the report and offer suggestions. The report was then amended before being published and distributed.

Funded by: OSCE

The 11th International Conference of Ombuds Institutions for the Armed Forces

BOSNIA AND HERZEGOVINA

DCAF and the Parliamentary Military Commissioner of Bosnia and Herzegovina co-hosted the 11th International Conference of Ombuds Institutions for the Armed Forces (11ICOAF) in Sarajevo under the theme 'Building Resilient and Sustainable Ombuds Institutions'. The conference was ICOAF's largest to date, with over 100 participants from around 50 countries. Representatives of ombuds institutions, parliamentary commissioners, inspector generals, and experts considered the increase in volatility and instability across social, economic, and political systems, and discussed how ombuds institutions can increase their resilience to mitigate the impact of these trends. In breakout groups, participants shared experiences and best practices, devised innovative response strategies, and forged partnerships to continue engagement beyond the conference programme.

Funded by: German Federal Foreign Office; Parliamentary Ombudsman for the Norwegian Armed Forces; Norwegian Ministry of Foreign Affairs; the Netherlands Ministry of Defence; Konrad Adenauer Foundation (in-kind)

Partners: Parliamentary Military Commissioner of Bosnia and Herzegovina; Parliamentary Assembly of Bosnia and Herzegovina

SDG16 and independent oversight bodies

SWITZERLAND

In 2019 we piloted a three-year project on Sustainable Development Goal 16 focusing on the link between good security sector governance and peace, justice, and strong institutions. The aim is to establish a relationship between security sector oversight actors and their contribution to good governance and accountability. Our goal is to enable these actors to realign their strategic priorities with the 2030 Agenda. The project positions SSG as a powerful policy tool for contributing to SDG16 at the national and international level, particularly for targets 16.6 (developing effective, accountable and transparent institutions at all levels) and 16.7 (ensuring responsive, inclusive, participatory and representative decision-making at all levels). The project also sought to engage with international policy by presenting DCAF's work at the UNECE Regional Forum for Sustainable Development (in March, together with OSCE and the Netherlands); the Stockholm Forum for Peace and Development (in May, together with SIPRI); the High-level Political Forum at the UN in New York (in July, together with Malaysia); as well as Geneva Peace Week (in November, together with IDLO).

SSR Backgrounders

SWITZERLAND

We added seven new backgrounders to our SSR Backgrounders series – a collection of concise and accessible resources for practitioners and policymakers on key SSG/R concepts. In 2019 we published backgrounders on defence reform, police reform, ombuds institutions, civil society, gendarmeries and constabulary-type police, peace processes, and urban security and safety.

Security sector reform and migration

SWITZERLAND

As part of our expanding portfolio of activities on SSG/R and migration, we co-hosted the annual joint seminar with the United Office in Geneva (UNOG) under the theme 'The role of good governance of the security sector in safe, orderly and regular migration' (June). The 15th in a series of workshops organized by DCAF and UNOG, the seminar aimed to build bridges between development, humanitarian, and security communities and to further integrate SSG into migration governance and discourse. Mr. António Vitorino, Director-General of the International Organisation for Migration (IOM), delivered the keynote address and, as his last public speaking engagement as Director-General of UNOG, Michael Møller provided concluding remarks.

OSCE Focus Conference 2019

SWITZERLAND

Together with the ministries of Foreign Affairs of Albania, Italy, Slovakia, and Switzerland, as well as the Center for Security Studies at ETH Zurich, we hosted the annual OSCE Focus conference dedicated to the theme 'Building a Vision of the Future'. Over 45 high-ranking participants from the OSCE community, including Secretary General Thomas Greminger, engaged in focused, open, and frank discussions on the challenges and opportunities currently faced by the organization. Conducted under Chatham House Rules, the two-day retreat-type meeting provides an opportunity to reflect critically on the fundamentals of the OSCE, sound out new ideas and take a fresh look at 'old' problems. The conference series also supports the handover to the next OSCE Chair.



Gender and Security

In 2019 DCAF continued to support gender-specific programming and to integrate gender equality into DCAF's main avenues of work.



Thematic Focus

Developing and implementing methodologies to assess gender (in)equality in the workplace within security institutions.

Supporting national security institutions to integrate gender equality in the provision, management, and oversight of security.

Fostering international policy discussions, capacity building, and the dissemination of knowledge at all levels on gender and security.

Providing guidance, capacity building, and support to mainstream gender equality into all of DCAF's work.

The security needs of women, men, and gender minorities must be equally and effectively addressed in SSG/R.

2019 HIGHLIGHTS

Elsie Initiative – Reducing barriers for uniformed women in UN peacekeeping operations

VARIOUS LOCATIONS

DCAF, in partnership with Cornell University, developed the Measuring Opportunities for Women in Peace Operations (MOWIP) methodology to identify barriers and opportunities within troop- and police-contributing countries to increasing women's meaningful participation in UN Peace Operations. The methodology is being piloted by national partners with police, gendarmerie, and armed forces in eight countries: Bangladesh, Ghana, Jordan, Mongolia, Norway, Senegal, Uruguay, and Zambia. By measuring the relative impact of ten structural and cultural barriers in a specific institution, the methodology will produce evidence-based recommendations designed to bring about sustained, transformational change regarding women's participation in UN peace operations.

**Funded by: Global Affairs Canada,
Norwegian Ministry of Foreign Affairs**

Supporting a gender-responsive organizational climate assessment in the Armed Forces and Ministry of Defence

GEORGIA

Within the framework of the NATO Science for Peace and Security Programme, DCAF and a team of international experts supported the Georgian Ministry of Defence's Assessment Working Group to design and implement an institutional climate assessment. The goal was to evaluate policies, practices, and procedures in the armed forces and their impact on the atmosphere in the workplace for women and men. The project included training in assessment methodologies, data collection and processing, and communication strategies. Good practices and lessons identified from Georgia and elsewhere were compiled into a guide on gender-responsive organizational and climate assessments in the armed forces. The result was a range of recommended measures to improve working conditions, job satisfaction, and morale for women and men in different areas of military life.

Funded by: NATO



Integrating gender equality into the development of SSG/R programmes.

New 'Gender and Security Toolkit'

VARIOUS LOCATIONS

We continued to work on the creation of the *Gender and Security Toolkit* in partnership with the Office for Democratic Institutions and Human Rights (ODIHR) of the Organization for Security and Co-operation in Europe (OSCE) and UN Women. The toolkit comprises nine tools and four policy briefs written by independent experts and DCAF staff. As of the end of 2019, four tools and two policy briefs had been finalized and made available on the DCAF website. Some of the tools and policy briefs have also been translated into French. In October we participated in a pre-launch event to the UN diplomatic community in New York. In November, we presented the Policy Brief on *Gender and Private Security Regulation* at a side event to the Business and Human Rights forum in Geneva. The Toolkit will officially be published in early 2020 and promotional events are planned for throughout 2020.

Funded by: UN Women, OSCE/ODIHR, DFID, DCAF core funding

Supporting security institutions to better integrate gender into their operations and internal processes

MALI

Since 2017, DCAF has been working in close collaboration with the gender focal point of the Malian Police. This year, we led the development and facilitation of gender training for all gender focal points who were nominated earlier this year, empowering them to better fulfil their mandate within the institution. In addition, we have been supporting the gender committee of the Gendarmerie Nationale du Mali in conducting an institution-wide gender self-assessment. To do so, we provided technical support and an in-country training based on our publication, the *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector*. The outcomes of the assessment will provide the basis for developing a plan of action in 2020 and will inform the selection of specific priority actions with regards to improving gender equality both within the institution and in its operations.

Funded by: The Netherlands, French Ministry of Europe and Foreign Affairs

The Elsie Initiative looks at ways to increase women's meaningful participation in UN Peace Operations.



Judicial response to violence against women

UKRAINE

DCAF's ongoing work on domestic violence and violence against women, in partnership with La Strada-Ukraine, has resulted in the development, testing, and delivery of training modules as part of the curriculum of the National School of Judges. In 2019, 263 judges across Ukraine were trained in domestic violence. Modules on violence against women, specifically targeting new legal provisions on crimes of sexual violence, were developed and tested, with plan to begin delivering the training in early 2020. We also have an ongoing partnership with the Academy of Prosecutors to develop a training-of-trainers workshop on violence against women to be delivered to their members in 2020. The aim is to assist the criminal justice system to implement new legislation on the criminalization of domestic violence and crimes of sexual violence within the framework of Ukraine's Justice Sector Reform Strategy.

Funded by: European Union

Capacity building on gender and security

VARIOUS LOCATIONS

We have strived to further disseminate knowledge, build operational capacity, and alter mindsets in the field of gender and security. For example, we delivered training sessions as part of the bi-annual course 'A Comprehensive Approach to Gender in Peace Support Operations' held under the auspices of the European Security and Defence College; a session on masculinities and peacebuilding as part of a course on gender, conflict, and stability for staff of the UK government Stabilization Unit; a gender awareness workshop for all staff of the Impartial and Independent Mechanism for Syria (IIIM); a training-of-trainers course on gender and SSR in education and programming for the Nordic Centre for Gender in Military Operations; as well as a number of training and awareness-raising events at the United Nations and the Maison de la Paix in Geneva, for instance in the context of the annual Geneva Peace Week.

Funded by: Spain, the Netherlands, United Kingdom, DCAF core funding

Putting gender equality at the heart of the conversation about effective security sector reform.



Business and Security

We work with businesses, governments, and communities to improve security, sustainable development, and respect for human rights. We play a leading role globally in improving oversight and accountability of the private security industry. We engage actively to address security and human rights challenges related to companies operating in complex environments.



Thematic Focus

Developing norms, standards, and good practice in the field of business and security.

Promoting multi-stakeholder engagement across businesses, governments, and communities to address security and human rights challenges.

Empowering our partners to promote responsible business conduct through capacity building.

Integrating gender perspectives into security and human rights practices.

Working with local partners to promote security and human rights at the Mutoshi mine in DRC.

2019 HIGHLIGHTS

Support to the International Code of Conduct and its association

VARIOUS LOCATIONS

DCAF ensured that the standards embodied in the International Code of Conduct for Private Security Service Providers (The Code) were reflected in legal and policy developments (Trinidad & Tobago and Madagascar), and promoted with regulatory authorities (Kenya, Nigeria, DRC, Peru, Colombia). Throughout DCAF's engagements with regional organizations (i.e. the AU, the OECD, the OSCE, the Inter-American Commission on HR, CARICOM), the Code and its oversight body's (ICoCA) work were systematically showcased, thereby supporting membership outreach and fostering future partnerships for ICoCA. To support the further development of a strong civil society pillar in the ICoCA, our engagement led to DCAF partner organizations from Cameroon, DRC, Guatemala, Guinea, Tanzania, Trinidad & Tobago joining the Association.

Funded by: Australia, Swiss Federal Department of Foreign Affairs (FDFA)

Multi-stakeholder mechanisms are designed to hold private security companies accountable in the mining sector.

Policy brief on gender and private security regulation

VARIOUS LOCATIONS

The activities of private military and security companies and their personnel have a profound effect on gender roles in host communities, affecting women, men, girls, boys, and gender minorities in different and disproportionate ways. Meanwhile, there has been too little attention paid to gender issues in most policy and regulatory frameworks and initiatives. As part of the *Gender and Security Toolkit*, DCAF has developed a Policy Brief to support states in integrating a gender perspective in the regulation of the private security sector. The Policy Brief offers practical guidance for regulators seeking to develop or adapt national legislation, contracting, and procurement policies, as well as licensing, oversight, and accountability frameworks.

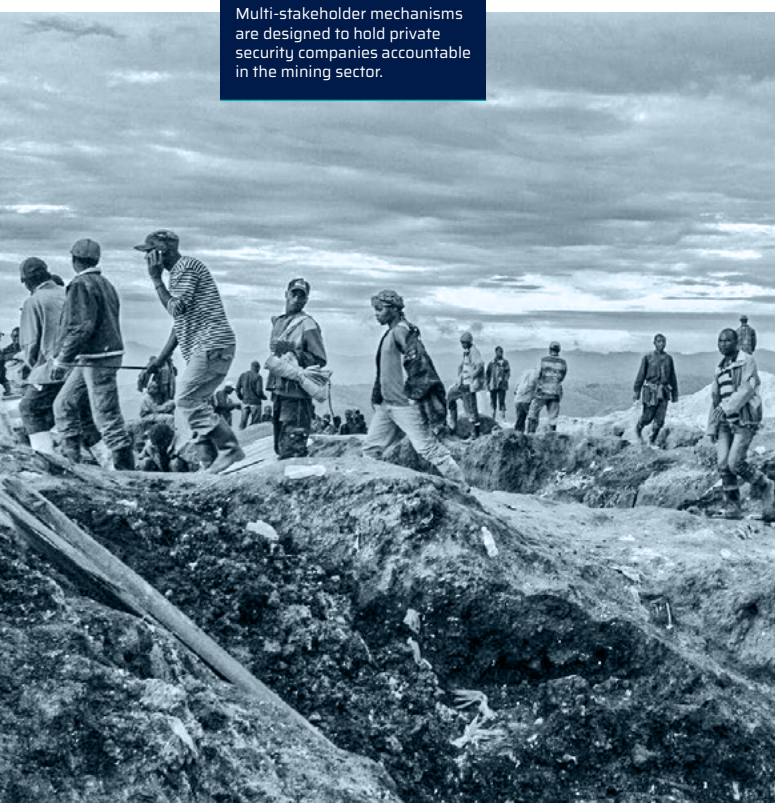
Partners: OSCE-ODHIR and UN Women

Cyber Policy Toolkit

VARIOUS LOCATIONS

The Policy Toolkit to operationalize the Global Counterterrorism Forum's (GCTF) Zurich-London Recommendations on Preventing and Countering Violent Extremism and Terrorism Online was launched. Mandated by the Australian, British, and Swiss foreign ministries and implemented in partnership with the Institute for Strategic Dialogue, it supports capacity building and knowledge sharing among government actors, outlining how they can efficiently and sustainably collaborate with civil society and information and communication technology companies. DCAF will apply the Toolkit notably in its work in the Western Balkans. Several UN bodies are also planning to incorporate it into their activities, as is the OSCE.

Funded by: Australia, Swiss Federal Department of Foreign Affairs (FDFA) Division for Security Policy, United Kingdom



Civil society groups are supported to identify issues in oversight and regulation of private security companies.



Private Security Governance Observatory: National initiatives

KENYA, NIGERIA, DRC, GUINEA, TANZANIA

The Private Security Observatory (the Observatory) is a network of civil society organizations across Africa that is supported by DCAF to build and promote their role in the governance of the private security sector. Knowledge building was identified as one of the biggest impediments for civil society action, so observatory members in Kenya, Nigeria, DRC, Guinea, and Tanzania have been supported to develop national baseline studies on their national or regional private security sectors. Through these nationally owned processes, they have identified pressing issues in oversight and regulation, generated concrete recommendations on how to address them, and catalysed ground-breaking multi-stakeholder dialogues with relevant national stakeholders.

Funded by: Open Society Foundations (OSF)

Developing new legislation on the private security industry

TRINIDAD AND TOBAGO, MADAGASCAR

As part of a programme of technical capacity building and implementation support services, DCAF (as the Montreux Document Forum Secretariat) provided national advisory support for government authorities in Trinidad and Tobago and in Madagascar. We supported authorities in developing new national legislation on the private security industry. Rather than a one-size-fits all approach, the advisory support was highly contextualized and driven by national challenges. The services included development of baseline research, gap analysis of regulatory and policy frameworks, networking and gathering multi-stakeholder dialogues, and providing technical inputs to national authorities on legal and regulatory reform.

Funded by: Swiss Federal Department of Foreign Affairs (FDFA)

Supplement on private security for national action plans on business and human rights

VARIOUS LOCATIONS

The UN Guiding Principles on Business and Human Rights articulate the obligations of States to protect human rights, and the responsibilities of businesses to respect human rights. Given the elevated risks of human rights impacts related to private security, states should give special consideration to this sector within the framework of their national action plans (NAPs) on business and human rights. Correspondingly, DCAF and the Danish Institute for Human Rights developed a thematic supplement on private security governance, which provides insight and guidance to states and other human rights stakeholders. It was subsequently applied in the ongoing Peruvian NAP process.

Funded by: Swiss Federal Department of Foreign Affairs (FDFA)

Implementation of security and human rights good practices

VARIOUS LOCATIONS

In 2016, in order to support in-country implementation of security and human rights good practices, DCAF set up a multi-donor trust fund called the Security and Human Rights Implementation Mechanism (SHRIM). Since 2016, and with the support of committed donors and on the ground partner organizations, DCAF has implemented over 16 projects with an impact on 23 countries in Africa, Asia, and Latin America. While not formally linked to international initiatives, many projects are supporting the on-the-ground implementation of the Voluntary Principles on Security and Human Rights, such as the setting up of local multi-stakeholder platforms to address security and human rights challenges under a logic of prevention in countries like Peru and the DRC.

Recognizing the importance that the SHRIM has in terms of supporting locally driven, sustainable, and coordinated initiatives, DCAF has signed a Memorandum of Understanding with the VPI to become 'the preferred implementation vehicle of the initiative'. This new role will enable DCAF to promote good security and human rights practice, build bridges across different initiatives, and, as a result, maximise the impact of efforts to support responsible business conduct in complex environments.

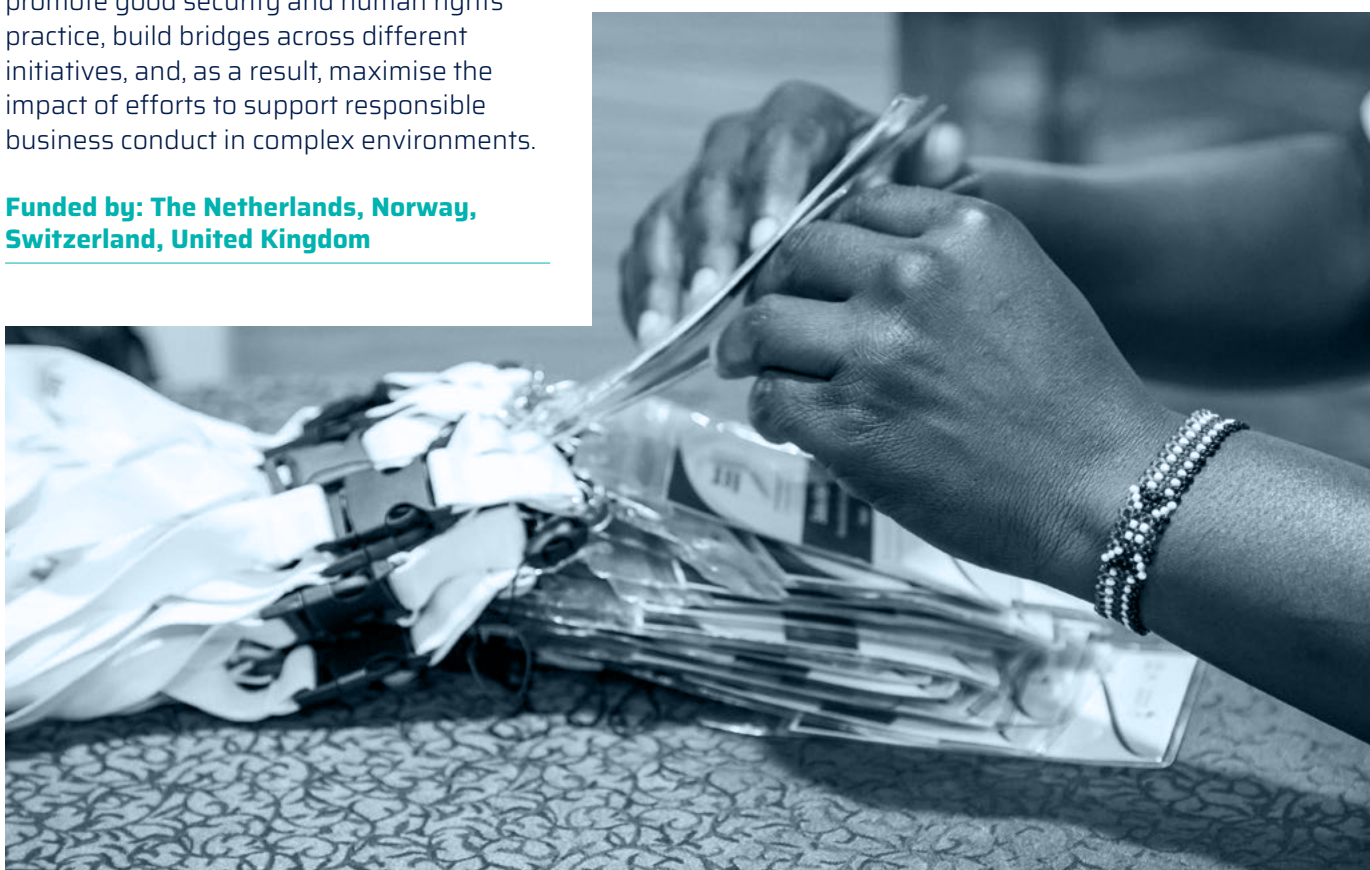
Funded by: The Netherlands, Norway, Switzerland, United Kingdom

Supporting multi-stakeholder mechanisms to prevent security and human rights incidents

DEMOCRATIC REPUBLIC OF THE CONGO

Through our multi-donor trust fund, the Security and Human Rights Implementation Mechanism (SHRIM), DCAF is supporting two multi-stakeholder platforms in the provinces of South Kivu and Haut Katanga. Regular capacity building and collaboration between government, private sector, and civil society helped to prevent security and human rights incidents, such as in a case of a remote mining site in South Kivu where elements from the army illegally entered and extorted artisanal miners. The platform proved critical as an early warning system, enabling a prevention-based approach by the concerned actors, which directly led to the withdrawal of the army, thus securing the livelihood of miners and their communities. This is one example of how support to multi-stakeholder mechanisms can contribute to good security governance within the extractive sector.

Funded by: Ministry of Foreign Affairs, the Netherlands; Swiss Federal Department of Foreign Affairs (FDFA)



Resources & Governance

Our People

DCAF's main asset is and will always be, its people. It is our people who bring knowledge and innovation, offer expertise, and develop partnerships. DCAF has built an inclusive work environment in order to leverage the competencies and expertise of a diverse workforce. Our people come from 42 different countries across six continents.

We strive to attract, retain and develop diverse talent with the competencies and backgrounds required to successfully deliver our mandate and serve our members and partners. DCAF endeavors to create a safe and healthy workplace and to promote gender equality across the organization. We encourage the different parts of the organization to work together as "one DCAF", demonstrating our values in our day-to-day actions.

Number of Field Offices



12

Geneva-based Staff



136

Field Office Staff



67

Locally -recruited



55

Internationally -recruited



12

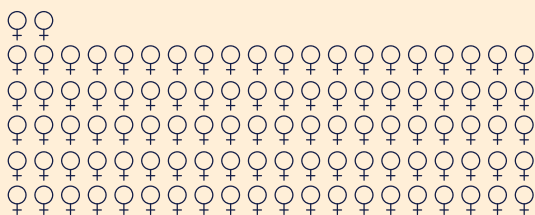
TOTAL DCAF Staff

203

Gender Diversity: All of DCAF

112

Female



Male

91



Finance

The upturn in DCAF's financial performance that started in 2017 continued strongly through 2019, with an approximate 21% increase in turnover year-on-year from CHF 26.6m to CHF 32.1m.

This is largely due to a marked 40% increase in project-specific funding, which grew from CHF 14.5m to CHF 20.2m.

One of DCAF's financial priorities is to further diversify our funding base to ensure that Swiss core funding does not exceed 55% of our total funding and once more, we exceeded this target in 2019.

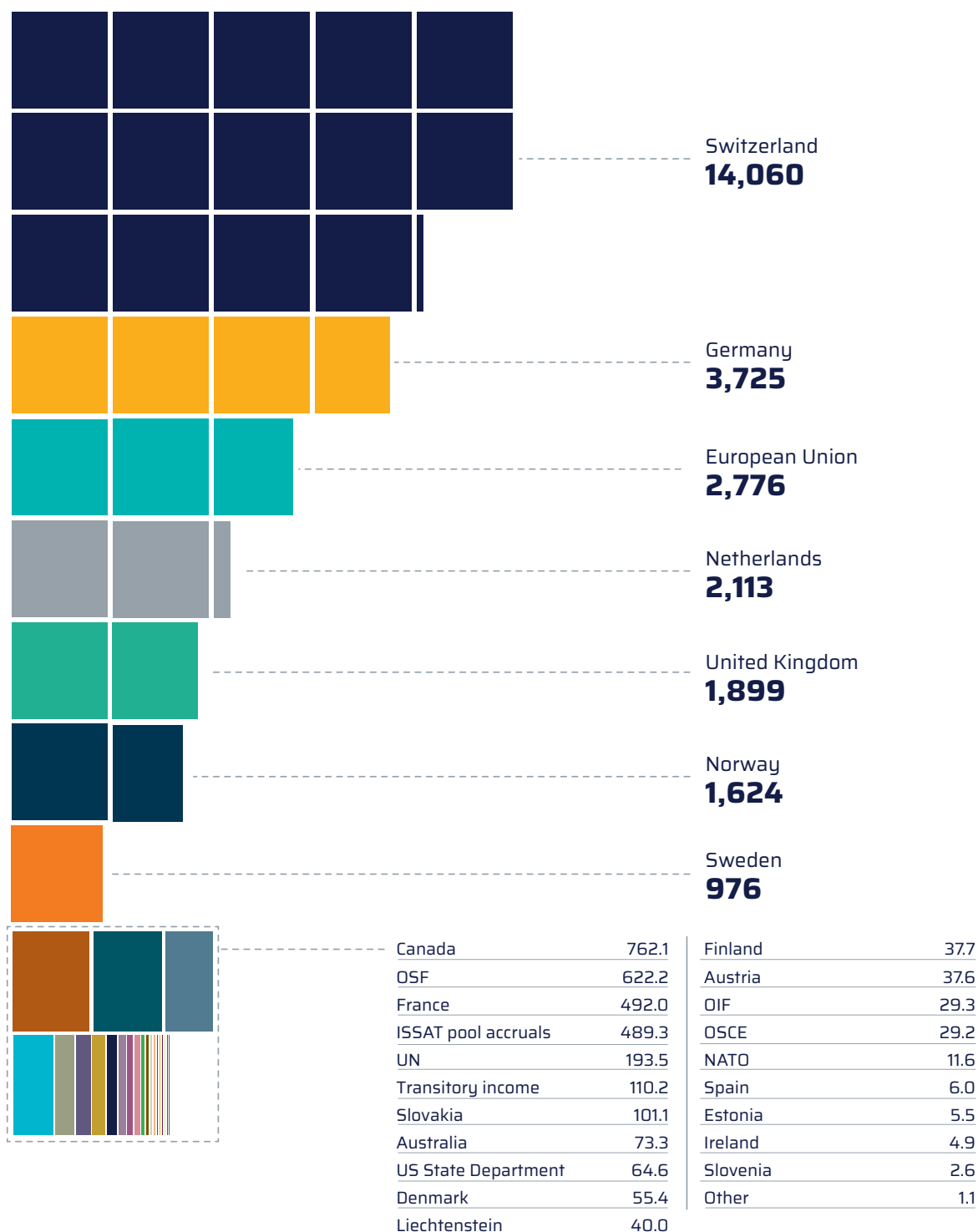
Comprehensive financial information, including the Balance Sheet, Profit and Loss Statement, Cashflow Statement and Statement of Changes in Capital and Funds, can be found in the audited Statutory Financial Statements of DCAF, available on the DCAF website.

PROFIT AND LOSS STATEMENT

	2019	2018
Income	32'053'008	26'554'502
Operating Expenditure	31'283'495	26'240'362
Result of Operating Activities	769'512	314'139
Net Financial Result	369'123	217'704
Non-Operating Result	104'287	77'699
Intermediate Result	296'102	18'736
Change in Restricted Funds	-0	-0
Annual Result before Change in Unrestricted Funds	296'102	18'736
Change in Dedicated Funds	285'000	-0
Result for the Financial Year	11'102	18'736

INCOME FROM PUBLIC CONTRIBUTIONS

CHF 000s

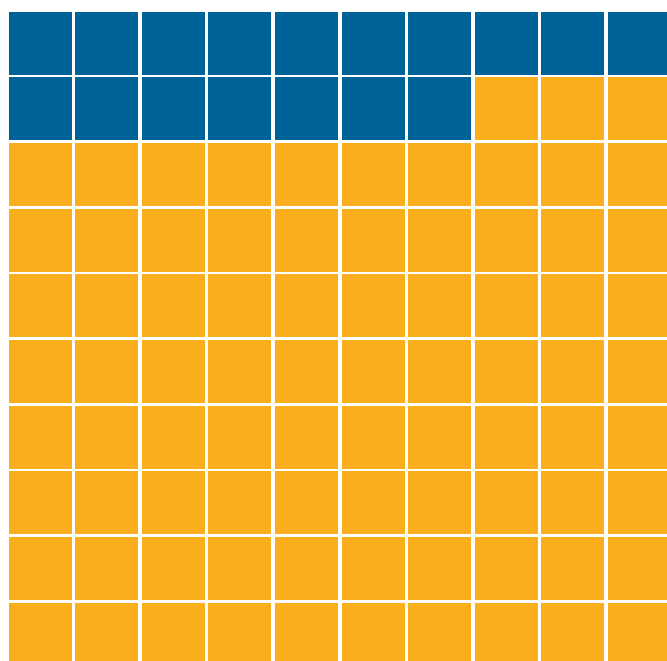


TOTAL
CHF **32'053'008***

*includes CHF 1,711,453 in funding for DCAF Ljubljana.

OPERATING EXPENDITURES

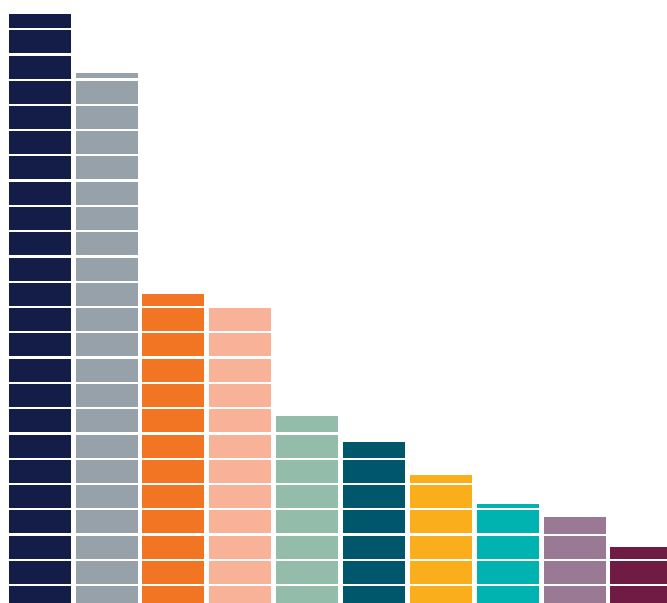
CHF 000s



■ Management & Administration	4'970
■ DCAF's Mandate	26'313

DCAF'S MANDATE BY AREA OF WORK

CHF 000s



■ Middle East & North Africa	6'217
■ Europe and Central Asia	5'597
■ Sub-Saharan Africa	3'298
■ ISSAT	3'165
■ Business & Security	2'025
■ Gender & Security	1'783
■ Asia Pacific	1'415
■ Latin America & Caribbean	1'081
■ Policy & Research	1'033
■ European Union Project	699

Internal control and risk management

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

As statutory auditor, PwC has audited the financial statements of DCAF - Geneva Centre for Security Sector Governance, which comprise the balance sheet, profit and loss statement, cash flow statement, statement of changes in capital and notes, for the year ended 31 December 2019. PwC confirms that the financial statements for the year ended 31 December 2019 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER and comply with Swiss law and the Foundation's deed and internal regulations. In accordance with article 83b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, PwC confirms that an internal control system exists which has been designed for the preparation of financial statements according to the instructions of the Foundation Council. Their conclusions are as follows:

Execution and results of the audit	<ul style="list-style-type: none"> • We have submitted our report on the financial statements without any qualification or emphasis of matter. Furthermore, we confirm that the proposed appropriation of available earnings complies with Swiss law and the company's articles of incorporation. • We recommend that the financial statements submitted to the general meeting be approved. • We have discussed all material issues and findings resulting from our audits of the financial statements with management. 	✓
Internal control system (ICS) findings	<ul style="list-style-type: none"> • The ICS was considered in our planning of the final audit. Furthermore, we will confirm in our audit report the existence of the ICS on the basis of our audit results. 	✓
Identified misstatements	<ul style="list-style-type: none"> • No misstatements were identified in performing the audit that could have a significant impact on the closing process or the annual financial statements. 	✓
Fraud and suspicion of fraud	<ul style="list-style-type: none"> • We did not come across any suspected or actual fraud during the audit. 	✓
Quality of application of Swiss law and Swiss GAAP FER	<ul style="list-style-type: none"> • During our final audit, we did not identify any findings regarding the quality of the accounting and of the financial statements presentation under Swiss GAAP FER. We note that financial statements comply with the requirements of the accounting law. 	✓

DCAF FOUNDATION COUNCIL

DCAF's Foundation Council is the organization's highest body and comprises representatives of 63 Member States and the Canton of Geneva. In addition to the Foundation Council members, the Inter-Parliamentary Union and the International Organisation of La Francophonie attend the bi-annual Council meetings as observers.

President of the Foundation Council: Amb. (ret.) Véronique Bujon de l'Estang (France)

Member States

	Albania (2000)		Finland (2000)
	Argentina (2009)		France (2000)
	Armenia (2002)		Canton of Geneva (2000)
	Austria (2000)		Georgia (2001)
	Azerbaijan (2002)		Germany (2000)
	Belarus (2002)		Ghana (2011)
	Belgium (2004)		Greece (2002)
	Bosnia and Herzegovina (2001)		Hungary (2000)
	Bulgaria (2000)		Indonesia (2007)
	Burkina Faso (2009)		Ireland (2000)
	Burundi (2010)		Italy (2001)
	Canada (2003)		Kyrgyzstan (2011)
	Côte d'Ivoire (2001)		Latvia (2000)
	Croatia (2001)		Lebanon (2007)
	Cyprus (2008)		Liechtenstein (2006)
	Czech Republic (2000)		Lithuania (2000)
	Denmark (2002)		Luxembourg (2003)
	Estonia (2000)		Madagascar (2015)



Mali (2011)



Malta (2008)



Moldova (2002)



Mongolia (2014)



Montenegro (2006)



Netherlands (2001)



Niger (2018)



Nigeria (2000)



North Macedonia (2000)



Norway (2002)



Philippines (2011)



Poland (2000)



Portugal (2003)



Romania (2000)



Russian Federation (2000)



Senegal (2011)



Serbia (2001)



Slovakia (2000)



Slovenia (2001)



South Africa (2001)



Spain (2001)



Sweden (2001)



Switzerland (2000)



Tunisia (2011)



Turkey (2003)



Ukraine (2000)



United Kingdom (2000)



United States (2000)

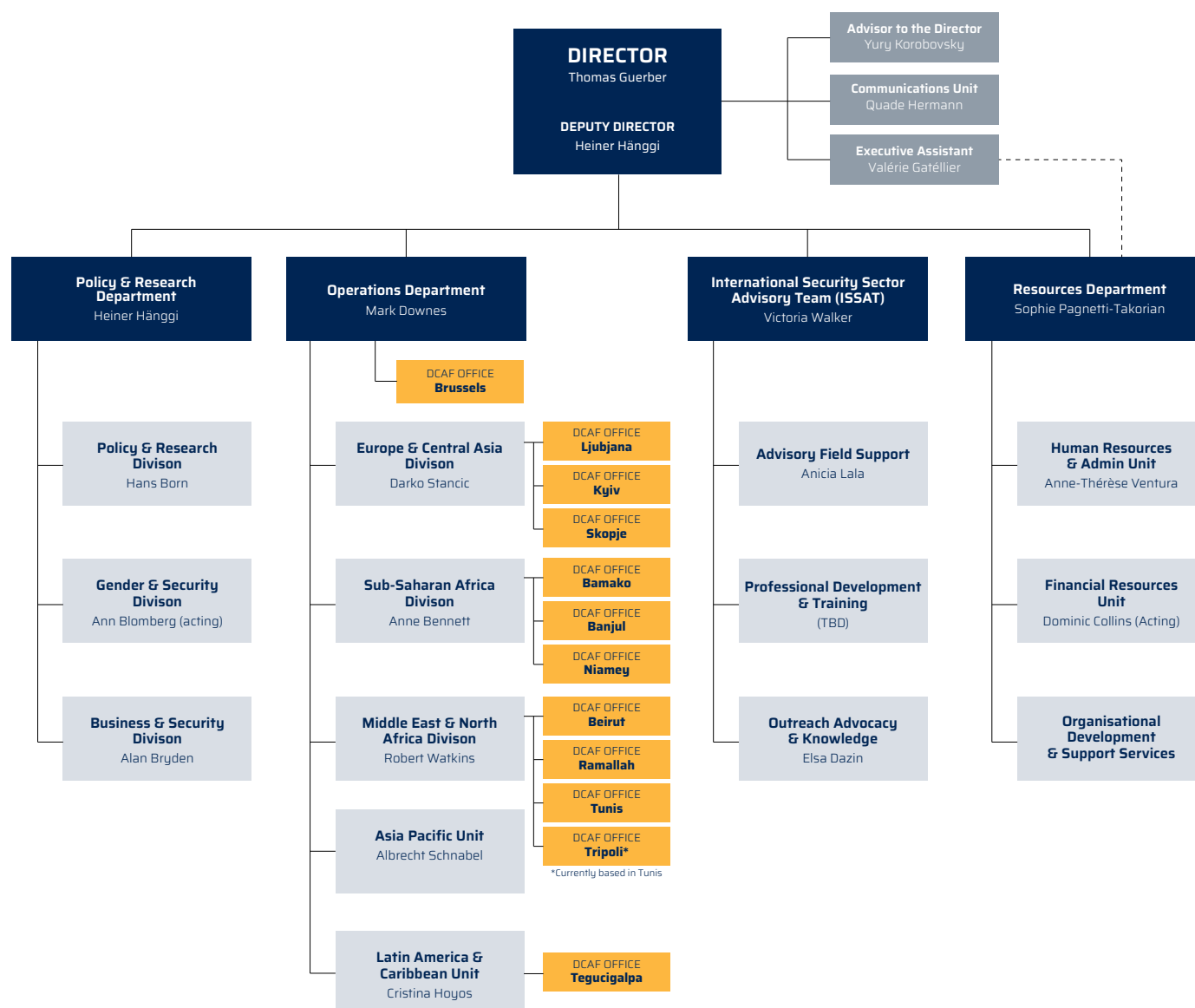
Observers



Inter-Parliamentary Union (2009)

Organisation internationale
de la Francophonie (2008)

DCAF organizational structure



Notes

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Governance
20TH ANNIVERSARY

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