

**DCAF** Geneva Centre  
for Security Sector  
Governance  
**20<sup>TH</sup> ANNIVERSARY**

# 2020 ANNUAL REPORT

20 YEARS OF MAKING PEOPLE MORE SECURE  
THROUGH ACCOUNTABLE AND EFFECTIVE  
SECURITY AND JUSTICE

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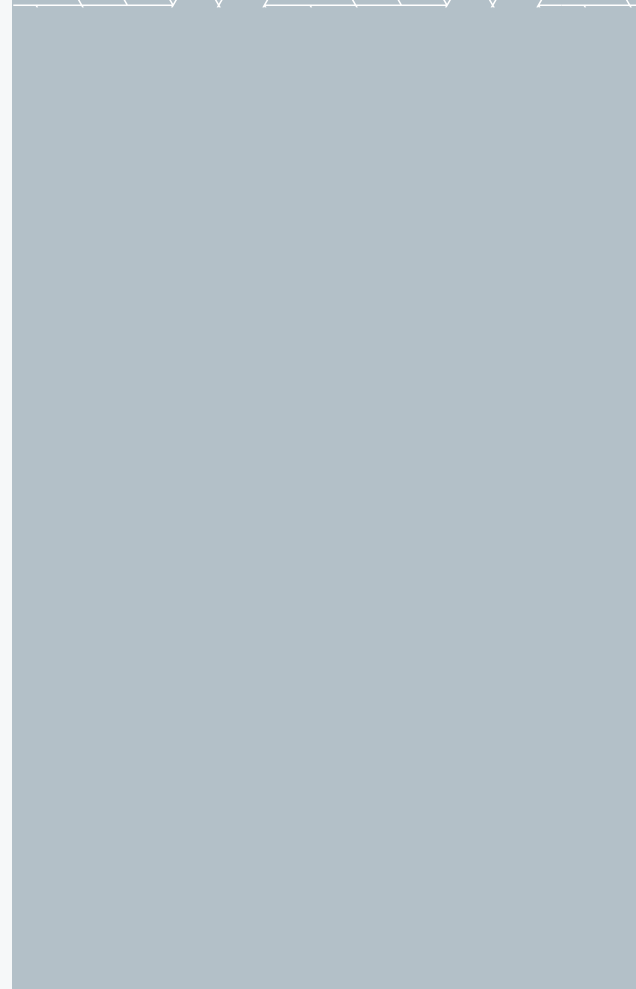
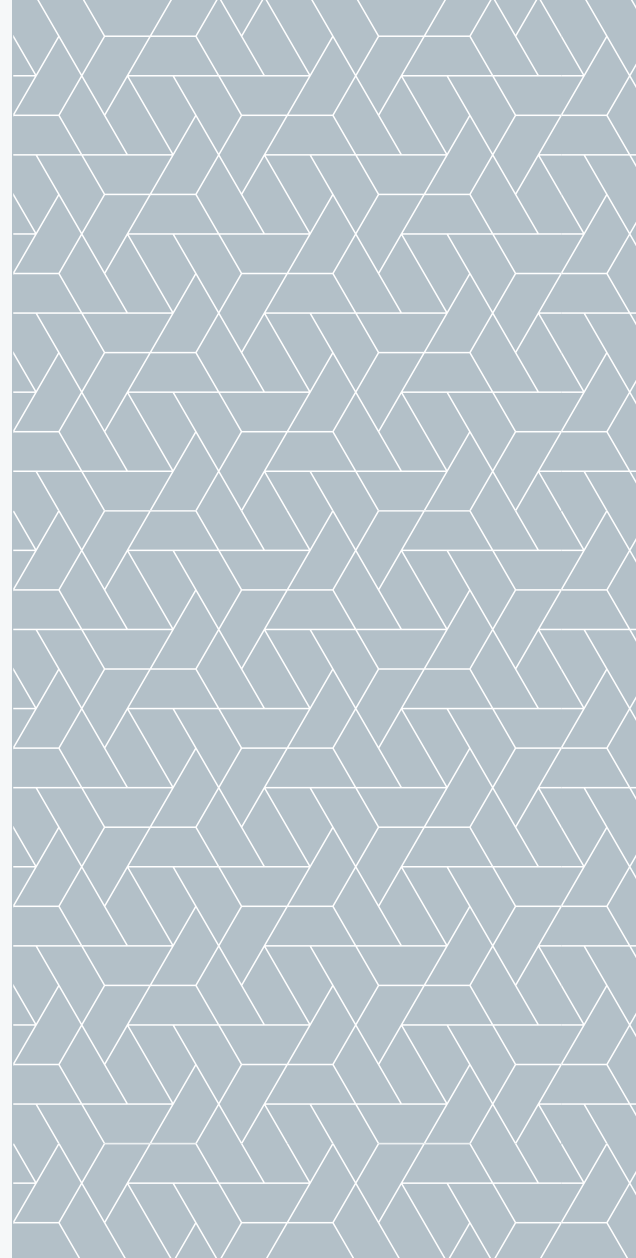


# Thank You

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



OPEN SOCIETY  
FOUNDATIONS



# Foreword



In 2020, DCAF proudly celebrated its 20th anniversary. Established at the initiative of the Swiss government in 2000, the organization's initial focus was on helping stabilize the peace after the Cold War and the 1990s Balkans conflicts, and during the democratic transitions of Central and Eastern Europe. At that time, democratic control of armed and security forces was identified as a keystone of lasting peace and stability.

Today, the concept has matured into a wider vision of security sector governance and reform (SSG/R) that includes a broad range of stakeholders both inside and outside the security sector. But what remains unchanged is that effective and accountable security is vital pillar of lasting peace and sustainable development.

Last year was challenging for all our partners around the world. They were called into service to help governments try to manage and mitigate the impact of COVID-19. The pandemic caused untold suffering and put public health systems and security institutions under intense pressure. In some cases, this pressure has revealed significant gaps in capacity, policy, and governance.

We sprang into action to meet the emerging needs of our national and international partners, not just for managing the pandemic, but also the knock-on effects such as an increase in gender-based violence. From Belgrade to Bogotá, from Niamey to Naypyidaw, and from Tunis to Tegucigalpa, I would like to thank our partners who put their faith in us. I also want to express my pride in DCAF's staff in Geneva and our 13 offices around the world for their tireless work and commitment. They rose to the challenge and redoubled their efforts to support our partners, with great success.

In November 2020, our Foundation Council endorsed DCAF's Strategy 2020 - 2024, setting our course with renewed vision and purpose for the next five years. Our four objectives build on our success and focus our efforts on reaffirming the value of democratic governance in addressing current and emerging security challenges, enhancing SSG/R engagement in fragile and conflict-affected contexts, and strengthening the contribution of SSG/R to international policy and practice. Our fourth objective is to tailor the organization to better deliver its mandate. As part of this objective we have started to develop a much more systematic approach to knowledge management and organizational learning.

After 20 years of frontline experience, we remain committed to innovation and improvement and are keen to reaffirm our reputation as trusted, foremost global experts in SSG/R. Should you be interested in more details about the results we delivered for our partners last year, please also read our 2020 Performance Report at [www.dcaf.ch](http://www.dcaf.ch).

A handwritten signature in black ink, appearing to read 'T. Guerber', written over a horizontal line.

Thomas Guerber  
DCAF Director, Ambassador

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**20** years  
of  
service



**210** Staff  
members

**55%** women

**33%** in field offices

**13**



Field offices

Revenue  
2020



**32** Million

Our online presence:



**20000+**  
Followers



**60**

**Member States**  
and the Canton of Geneva

We have supported  
projects and provided  
advice and expertise  
to national and  
international partners in



**80+** Countries

# We are dedicated to making people more secure through accountable and effective security and justice.

## Our principles

### Democratic control

The rule of law is essential to good governance.

### Human rights

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

### Local ownership

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

### Impartiality

We promote democracy, but do not take sides politically.

For the last 20 years, DCAF has used its expertise and knowledge to improve the governance of security sectors around the world through nationally owned, inclusive, and participatory reforms based on international norms and good practices.

## Our work

### WE SUPPORT NATIONAL PARTNERS

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

### WE ASSIST INTERNATIONAL ACTORS

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

### WE CONTRIBUTE TO INTERNATIONAL POLICY DEVELOPMENT

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

## Our vision of peace and sustainable development

We believe that security sector governance and reform is a decisive contributor to peace and sustainable development. DCAF supports the Sustainable Development Goals (SDGs), in particular Goal 16 (peace, justice, and strong institutions) by:

Positioning Security Sector Governance and Reform as a powerful tool for realizing SDG16.

Developing SDG16-specific guidance that supports states in the implementation of the 2030 agenda.

Providing original research on the inter-linkages between security and sustainable development.

## Our expertise

We bring expertise in strategy development, programme design and management, monitoring and evaluation, facilitating coordination, and navigating the politics around SSG/R processes.



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 Oversight of the Security Sector



Health Crisis



Cybersecurity



Climate Change

## Our partners

We are proud to be recognized as a trusted partner and to have built long-term partnerships with national and international actors, oversight bodies, and civil society organizations working in the area of security sector reform and governance.



Multilateral Organizations



Government Ministries



Parliaments



Police



Private Sector



Civil Society



Ombuds Institutions



Development Agencies



Media



Armed Forces



Border Police



Intelligence Services



Judiciary



Academia



# Supporting Effective Security Sector Response to COVID-19



In 2020 DCAF's partners were operating in difficult and unprecedented circumstances. All over the world security institutions and personnel have played a key role in mitigating the devastating human costs of

the COVID-19 pandemic. As governments quickly formulated measures to manage and contain the pandemic, they called upon security providers to act beyond their usual roles and responsibilities. The strong capabilities in crisis management, logistics, and medical support of security institutions were mobilised for response measures, putting security forces in closer contact with local communities than normal. This comes with certain risks, and underscores the importance of public confidence; security forces can only be effective if they enjoy broad trust, if they respond to all the different security needs in the population, and if they are held accountable by oversight bodies.

The pandemic revealed and exacerbated inadequacies in security and justice systems and, in some cases, highlighted the need for reform. From the outset we responded to our partners' emerging needs while identifying opportunities to increase resilience and collaboration between security institutions, other government organisations, and civil society. This is critical to ensuring security and justice remains accountable and effective at a time when the needs are greatest and vulnerable communities are particularly at risk.

## OVERSIGHT AND ACCOUNTABILITY



We hosted a global dialogue about the links between SDG-16 and SSG/R, reframed around COVID-19, in which parliamentarians around the world discussed the challenges

to conducting effective oversight during the pandemic. In another international forum hosted by DCAF, we brought together NHRIs, ombuds institutions, and parliamentary commissioners together from over 40 states to share experiences and good practices on the oversight of armed forces deployed in times of COVID-19. In on-going work with the media in Mali, training was updated to include a focus on the role of the security sector in times of crisis. Engagement on security sector oversight in Palestine and Lebanon was refocused on amending the legal framework governing the state of emergency and providing guidance to law enforcement officials on compliance with human rights obligations. We engaged with civil society groups and private security personnel in Guinea on preventing the spread of the virus and human rights compliant security practices. In Kenya, as movement and other restrictions constrained oversight of private security, we used video conferences with journalists, community radios, and other media to highlight the existing legal framework. In Morocco, we supported the alignment of COVID-19 tracking applications with the legal framework and respect of fundamental rights. In Tunisia, we organized webinars for parliamentarians on international best practices in security sector oversight in a health crisis.

### READ MORE:

MIDDLE EAST AND NORTH AFRICA - PAGE 16

CONTRIBUTING TO INTERNATIONAL POLICY DEVELOPMENT - PAGE 43

BUSINESS AND SECURITY - PAGE 52

“ The Centre needs to be commended for its very timely initiative in 2020 on analysing the role of the security sectors in managing the extraordinary and consequential impact of COVID-19 while steadfastly promoting the observance of international norms of democracy and human rights. ”

Mely Caballero-Anthony, Professor of International Relations, Singapore

## POLICE AND LAW ENFORCEMENT REFORM



We gathered emerging global best practices and guidelines for police operations and shared this knowledge with our partners. In the Western Balkans, we developed with the police a standard operating procedure to better respond to the COVID-19 pandemic and enhance the safety of officers in the course of their duties. In Honduras and Morocco, we offered recommendations for police responses to specific challenges, including increased domestic violence. In Niger, we helped internal inspection units to define their approach to overseeing response operations, while in Myanmar we trained parliamentarians and their staff on the oversight roles of the parliament in the COVID-19 context. In Nigeria, we developed online modules on human rights that are now being integrated into the national police training curriculum.

READ MORE:

EUROPE AND CENTRAL ASIA - PAGE 20

LATIN AMERICA AND THE CARIBBEAN - PAGE 24

ASIA-PACIFIC - PAGE 28

## POLICY RESPONSE



As part of our ongoing analysis of SSG/R implications and trends, we published analysis and recommendations for donors on providing support related to states of emergency and disaster risk reduction. We published a briefing note mapping the substantive impact of COVID-19 on security sector governance. It surveyed and compared policy and operational responses and explored how the impact of COVID-19 can be mitigated while ensuring the provision of improved security for individuals, communities, and states. In Morocco, we developed the only comprehensive analysis of public authorities' responses to COVID-19 and presented a set of reform policy recommendations.

READ MORE:

MIDDLE EAST AND NORTH AFRICA - PAGE 16

CONTRIBUTING TO INTERNATIONAL POLICY DEVELOPMENT - PAGE 43

## GENDER



To highlight the gender dimensions of security and justice responses to the pandemic we co-organized a global webinar of experts to compare experiences. In Honduras and Colombia, we produced recommendations for the National Police on how to manage the rise of gender-based violence because of the pandemic. In Morocco, we analysed the gender dimensions of COVID-19 and the implications for security sector institutions and shared them with civil society groups to support their advocacy for an increase in resources for the security sector to address gender-based violence. In Asia-Pacific, we organized a webinar with partners from the region focusing on gender-based violence and access to justice during the COVID-19 pandemic.

READ MORE:

LATIN AMERICA AND THE CARIBBEAN - PAGE 24

GENDER AND SECURITY - PAGE 48

## COOPERATION AND KNOWLEDGE SHARING



We organized a series of webinars to facilitate the exchange of experience and cross-border cooperation among police from the EU and Western Balkans. We facilitated the sharing of experiences of the crisis among a wide range of security sector actors within and across our regional SSG networks in Asia-Pacific, gathering information for an in-depth analysis to produce evidence-based recommendations for reforms. We facilitated the sharing of experiences among donor states and multilateral organizations that have been supporting good governance of security and justice institutions in the COVID-19 context. In Tunisia and Morocco, we discussed and explored comparative experiences on guaranteeing integrity and preventing corruption risks in times of crisis.

READ MORE:

EUROPE AND CENTRAL ASIA - PAGE 20

LATIN AMERICA AND THE CARIBBEAN - PAGE 24

ASIA-PACIFIC - PAGE 28



Our Senior Management Team, from left to right: Mark Downes, Victoria Walker, Heiner Hängi, Sophie Pagnetti-Takorian, Thomas Guerber.  
Photo: Irina Popa



# DCAF at 20

## Celebrating 20 years of laying the foundation for peace and sustainable development

In October 2000, at a ceremony in Geneva, the President of the Swiss Confederation Adolf Ogi and representatives of 22 other states and the Canton of Geneva signed our Founding Act and formed DCAF's first Foundation Council.

In the years since, we have become globally renowned for providing high quality expertise to support security sector reform and governance initiatives. Today, DCAF's Foundation Council brings together representatives of almost 60 states and the Canton of Geneva. Combining strong operational capabilities and field presence with the weight of a world-renowned think tank, DCAF has 210 staff, 13 field offices and has operated in more than 80 countries worldwide.

This year we celebrated these 20 years of innovation in policy and practice. 20 years of strengthening support for good governance. 20 years of helping to lay the foundation for peace and sustainable development.



We are grateful to our donors and partners who have put their confidence in us over the years.

This year we have highlighted a few of our many partners who have made extraordinary contributions to the field of security sector reform and good governance in their countries. Read their stories on pages 32, 42 and 56.

The President of the Swiss Confederation, Adolf Ogi, and founding Director of DCAF, Dr. Theodor Winkler, signed our Founding Act in Geneva in 2000.  
Photo: DCAF

“Over the past two decades DCAF has become a leading and renowned actor on security sector governance and reform.”

Tatiana Valovaya, Director-General of the United Nations at Geneva



# Supporting National Partners

It was a very challenging year for our national partners as they grappled with the uncertainties and difficulties of trying to manage the spread of COVID-19 and mitigate its impact. In this context, we responded to their emerging needs around the health crisis, while continuing to design and implement inclusive and participatory reforms that enhanced the effectiveness and accountability of security provision.

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# Sub-Saharan Africa

In 2020 we reinforced our approach and our operational presence in East Africa by opening a project office in Addis Ababa. A new agreement was signed with Germany to support defense reform in The Gambia, and a programme was designed for joint implementation with Switzerland to enhance the prevention of violent extremism in West Africa.

## REGION OVERVIEW

In 2020, close to half of the countries in Africa were categorized as highly fragile in terms of the governance of their security sector. In addition to prolonged and exacerbated security challenges in the Sahel region and conflict in Ethiopia with potential regional impact, many countries in Sub-Saharan Africa were classified as highly susceptible to internal conflict, including Sudan, Mali, and Burkina Faso. In this context, DCAF provided medium to long-term support to local, national and regional stakeholders for the development of security institutions that are effective and accountable to both the state and its citizens.





Meeting between the Benin Minister of Armed Forces, DCAF experts, Swiss Consul and FDFA representatives about the engagement of West and Central African defence and security forces in the prevention of violent extremism.  
Photo: Anne Moltes

## 2020 HIGHLIGHTS

### Establishing a baseline for reform



#### WEST AFRICA/SAHEL REGION

We commissioned the African Security Sector Network to conduct a survey of security sector governance in Burkina Faso, Mali, and Niger. The objective was to assess the knowledge of our main partners of the political, doctrinal, and legal frameworks of SSG/R with reference to the ECOWAS SSG/R policy framework. The survey canvassed members of the defense and security forces, parliamentarians, civil servants, members of civil society organizations, and journalists. The recommendations will inform the creation of new training module on SSG/R in the Sahel, and establish a baseline to monitor the progress of national legislation, policies, and practices in Niger, Mali and Burkina Faso.

**Funded by Denmark**

### Facilitating cooperation on national security policies



#### WEST AFRICA/SAHEL REGION

Within the framework of the projects carried out in Burkina Faso and Niger, DCAF facilitated a Nigerian delegation from the National Center for Strategic and Security Studies to visit the General Secretariat for National Defense of Burkina Faso to exchange best practices in the drafting of national security policies. The delegation met with key partners from government ministries, members of civil society, and representatives of the National Center for Security Studies. The result was a partnership agreement that will strengthen cooperation between the two Centers and support coherence of national strategies to combat insecurity in the Sahel.

**Funded by Denmark and Germany**

## Preventing violent extremism in West Africa



### WEST AFRICA/SAHEL REGION

Building off of the 'Regional Conversations Initiative for the Prevention of Violent Extremism' we co-implemented a project with the Swiss Federal Department of Foreign Affairs and the Centre for Advanced Defence and Security Studies in Senegal. The project aims to construct a comparative knowledge base of the existing conceptual, political, legislative, ideological, and operational frameworks regarding the prevention of violent extremism. It will also promote the engagement of West and Central African defence and security forces (DSF) in the prevention of violent extremism. We facilitated exchanges among high-level DSF and state representatives in Côte d'Ivoire, Burkina Faso, Senegal, Togo, and Benin. These exchanges served as a platform to explain how DSF could strengthen their commitment and capacities, as well as properly monitor the framework promoting their engagement in the prevention of violent extremism.

**Funded by Switzerland and the Netherlands**

## Understanding security needs and expectations of the population



### MALI

We commissioned the Harvard Humanitarian Initiative (HHI) to conduct a perception study on security needs and priorities of the population, and community relations with police. Participants in the study included security forces personnel at both local and national levels, representatives of civil society, and members of the population. Key findings included the need for rapprochement between security forces and the population, the corrosive effect of impunity on trust, and the threats to the continuity of basic security services. A high-level mission of DCAF and the HHI to Bamako presented the research findings to its strategic partner, the Ministry of Security, and discussed and validated the findings with leadership from internal security forces.

**Funded by the Netherlands**

Training in Niamey, Niger. Photo: Abdul Kader





## Supporting reform of the federal police



### ETHIOPIA

In 2020 we established a project office in Addis Ababa and launched an 18-month programme to advise and train federal police and strengthen the police oversight capacities of the Ministry of Peace, parliamentarians, and civil society groups. The programme focuses on policy and leadership, internal oversight, management of investigations, command and accountability in public order operations, and professional development. We aim to contribute to the modernization and professionalization of the force so that it is effectively responding to the security needs of the population. As part of the support to leadership, we established a flexible mentoring and coaching facility and courses for senior officers. In addition, we began work to review and develop a robust public complaints system for the force.

**Funded by the European Union**

## Strengthening rule of law



### THE GAMBIA

We supported national authorities to develop new legislation governing the State Intelligence Services and assisted the Gambian Armed Forces in drafting a new foundational law that sets out clear mandates and responsibilities of the Force. We supported the development and implementation of training-of-trainer activities on a user-friendly manual for police officers to increase their ability to comply with rules and proper procedures for arrest and detention. In parallel, we facilitated discussions among key stakeholders on the interrelationship between the processes of security sector reform and constitutional reform.

**Funded by the European Union, Germany, France, and the United Kingdom**

## Developing an innovative handover mechanism



### NIGER

We have been supporting the capacity building of the National Assembly's Commission on Defense and Security since 2017. The Commission reached the end of its mandate in November 2020. One of the main challenges was to improve its handover mechanisms to avoid the loss of institutional knowledge in the transfer between outgoing and incoming members. We implemented activities specifically designed to enable Commission members to take stock of their mandate,

and supported the creation of an innovative handover kit that shared the lessons learned and challenges faced by the Commission since 2017. The Commission is now able to measure the results achieved at a personal and institutional level, but the most important achievement of the project was to put in place a culture of long-term planning and evaluation.

**Funded by Germany**

“ Before DCAF, we didn't do in-depth studies on the security budget. We were unable to interview the main security officials. Thanks to the partnership we have built with DCAF, we have learned how to improve the work we are implementing at the CDS. ”

**Idrissa Maïdagi, National Deputy, Commission on Defense and Security, Niger**



# Middle East and North Africa

We continued to efficiently implement our support programmes across the MENA region, adapting our *modus operandi* to the challenges presented by the COVID-19 pandemic. We also initiated specific activities as a result of the health crisis to ensure security sector engagement in pandemic response remained accountable and respectful of human rights.

## REGION OVERVIEW

In the MENA region, where we have been supporting democratic transitions and promoting security sector governance since 2005, we focus on addressing the main deficits in independent oversight, accountability, and legitimacy of security service providers. This is especially true in conflict-affected and hybrid security contexts such as Libya and Yemen. The COVID-19 pandemic led to an exacerbation of socio-economic hardships and erosion of governance structures in the region. Good governance of the security sector remains at the forefront of our programmes, and thanks to our expertise and reputation as a trusted partner for change we have kept the importance of good SSG/R at the top of political agendas.





Police officer from the Ministry of the Interior of the Government of National Accord (GNA) photographed in Tripoli, Libya. Photo: Nada Harib for DCAF.

## 2020 HIGHLIGHTS

### Promoting integrity in security and justice



#### OCCUPIED PALESTINIAN TERRITORY

The State of Palestine signed the United Nations Convention Against Corruption in 2014, requiring domestic policies and institutions to align with international standards. The state of emergency triggered by the COVID-19 pandemic increased the urgency of providing oversight of, and access to, complaints mechanisms. We helped streamline the corruption complaints system by strengthening cooperation between the Palestinian Anti-Corruption Commission (PACC) and the complaints units of the Ministry of Interior and security forces. We also provided specific trainings based on DCAF/PACC handbooks for Receiving Gifts and Conflicts of Interest.

**Funded by Germany**

### Strengthening civilian oversight during the pandemic



#### OCCUPIED PALESTINIAN TERRITORY

We underpinned oversight of the security sector by partnering with youth researchers and the Masarat Center, a local think tank, to facilitate a dialogue on the impact of COVID-19 on public freedoms, and the role of security providers in the state of emergency. To promote access to information, we ensured that tools such as our legal database were continuously updated with the emergency legislation and widely promoted and accessible. We provided the Ministry of Interior and the Gender Consultative Committee with the necessary tools to develop gender-sensitive emergency response plans to help mitigate the impact of the crisis on women.

**Funded by Germany**



## Preventing torture



### OCCUPIED PALESTINIAN TERRITORY

We partnered with Al-Haq, a local human rights organization, to develop the understanding of civil society groups, media, and students on the torture prevention legal framework. We then supported the development of the torture monitoring methodology for Al-Haq and their coalition, assisted in designing indicators aligned with international best practices, and helped prepare them for inspection visits to detention centers. Al-Haq was the only civil society organization permitted to conduct prison monitoring visits during the COVID-19 pandemic. These activities helped lay the groundwork for the establishment of the National Preventative Mechanism under the Optional Protocol to the Convention Against Torture.

Funded by Germany

## Strengthening data management in penitentiaries



### TUNISIA

We continued to support the General Committee of Prisons and Rehabilitation to collect, produce, and disseminate reliable data to improve strategic governance and reform of the penitentiary system. Following several working meetings in 2020 on the integration of a digitalized data management system we have identified, in collaboration with the penitentiary administration, precise software needs and technical specifications. We developed a Memorandum of Understanding with the Ministry of Justice to continue, among other things, the work on data gathering and analysis, review of the criminal code, and strengthening the use of forensic evidence in criminal investigations.

Funded by the DCAF Trust Fund for North Africa (TFNA)

Group of Al-Haq staff at a training facilitated by DCAF on the topics of awareness-raising strategies and legal frameworks for the prevention of torture. Photo: Al-Haq



## Building the integrity of security forces



### TUNISIA

DCAF began supporting the Ministry of Interior to roll-out its two-year training program on good governance and integrity building, notably for senior officials. The overall objective is to strengthen integrity and accountability of security forces under the authority of the Ministry. Priorities include a training cycle on integrity building and anti-corruption, as well as capacity building of 'integrity ambassadors' appointed within the Ministry to promote good practices across the security sector.

Funded by the DCAF Trust Fund for North Africa (TFNA)

## Supporting effective oversight on the use of force



### MOROCCO

Since the ratification of the Optional Protocol to the Convention against Torture in 2014, Morocco has made a resolute commitment to the promotion of human rights and the prevention of torture. In this context, we assisted the Office of the Prosecutor General through a series of webinars to implement the Prosecutor's oversight role on the use of force by security forces. We also proposed a set of guidelines on the use of force, with emphasis on the exercise of the prosecutors' oversight, and the enforcement of the fundamental rights of persons deprived of liberty.

Funded by the DCAF Trust Fund for North Africa (TFNA)

## Building peace through SSG/R



### YEMEN

We contributed to peacebuilding efforts in Yemen by providing a platform to discuss security sector reform and governance, thus supporting Yemeni actors to be better equipped to progress toward ending the conflict. We facilitated inclusive dialogue sessions focused on interim security arrangements, transitional security guarantees, and security structures in the aftermath of a ceasefire agreement. To support this effort, we commissioned studies on selected technical issues and piloted capacity development activities targeting prominent Yemeni women and civil society leaders, with the aim of increasing female participation in the security track of the peace process.

Funded by Canada



## Supporting independent human rights mechanisms



### LEBANON

Competent human rights institutions are instrumental in protecting and enhancing human security and ensuring effective oversight of security forces. To integrate international standards and best practices across such institutions, we provided support to the Lebanese National Human Rights Institute and the National Preventive Mechanism. Through the development of complaints mechanisms, as well as a case management procedural manual, we aim at supporting their longer-term efforts to consolidate internal and external accountability.

Funded by Germany

## Protecting human rights and preventing torture



### LEBANON

We worked with the Internal Security Forces to strengthen protection of human rights and prevent torture through the development of standard operating rules, procedures, and practices for criminal investigations. The aim is to share these rules and replicate them with other security agencies in the country. In doing so, our work will ensure that criminal investigations are performed in accordance with international norms and good practice.

Funded by Norway

## Protecting privacy rights during the pandemic



### MOROCCO

Since the creation of the "Commission Nationale de Protection des Données Personnelles" (CNDP) in 2009, substantial progress has been made in abiding by the commitment to right to privacy. Yet balancing this right with the need of businesses and institutions to process personal data will require building a shared national culture of respect for data protection. As the COVID-19 crisis unfolded, we supported the CNDP to ensure compliance of the national tracking app to identify infected persons and their contacts, thus dispelling concerns about data protection and abuse of data.

Funded by the DCAF Trust Fund for North Africa (TFNA)

## Adapting reform to hybrid environments



### LIBYA

Libya's security sector has become virtually unrecognizable from what it was a decade ago owing to the transformation that began with the 2011 revolution. This evolution has implications for both interim security arrangements and longer-term SSG/R. To explore these issues of contemporary relevance, we published a research paper entitled *Exploring Armed Groups in Libya: Perspectives on Security Sector Reform in a Hybrid Environment*. The publication was very well-received by academics, practitioners and government officials -Libyan and international - alike. Its high-profile launch event in November contributed to spearheading necessary conversations on the future of SSG/R efforts in Libya's hybrid security context.

Funded by the DCAF Trust Fund for North Africa (TFNA)

“ DCAF, in cooperation with Al-Haq and its coalition of human rights organizations, has succeeded in the development of a unified methodology for monitoring and documenting torture and ill-treatment in the Palestinian territory. This will make it possible to create a database between institutions to document perpetrators, the tools used, and the mechanism for following up with them.”

Ashraf Abu-Hayyeh, Legal Advisor, Al-Haq.



A dark blue world map is visible in the background of the top half of the page. A small orange horizontal line is positioned above the title.

# Europe and Central Asia

In 2020 we focused on increasing accountability through oversight by parliamentarians and civil society, police and defence reform, border management, judicial control of the security sector, and enhancing cybersecurity in the Western Balkans. Beyond our Geneva headquarters, a regional office in Ljubljana, project offices in Skopje and Kyiv, and a network of eminent experts deliver bilateral and multilateral projects.

## **REGION OVERVIEW**

DCAF is approaching its third decade working in the Western Balkan region, Eastern Europe, South Caucasus, and Central Asia to support governments, parliaments, judiciary and security sector institutions, civil society, and media organizations as broad stakeholders in reform and good governance. Countries in this region are diverse in terms of political and social development and economic resources but share common challenges across their security and justice sectors. We leverage good practice from across the region on issues of joint concern, such as cybersecurity, border security, and managing the COVID-19 pandemic.





DCAF-hosted Intelligence Reform Conference, Skopje, North Macedonia. Photo: Media Information Agency

## 2020 HIGHLIGHTS

### Protection for members of armed forces



#### VARIOUS LOCATIONS

DCAF worked closely with the Ministry of Defense of the Republic of Georgia to develop an Ethics Framework for defense personnel and collaborated with the Parliament of Moldova to provide legal support in the area of personal data protection for security sector personnel. We also joined forces with the NATO Parliamentary Assembly to address parliamentary oversight practices and procedures. We brought together leading civil society organizations from nine countries (Kyrgyzstan, Tajikistan, Uzbekistan, Georgia, Azerbaijan, Armenia, Ukraine, Moldova, and Belarus) to discuss their role in confidence building, human rights in the armed forces, and parliamentary oversight. As a follow-up to these activities, qualitative studies were jointly produced with DCAF, supporting their work in this area.

**Funded by Switzerland and Norway**

### Strengthening judicial control



#### BOSNIA AND HERZEGOVINA

We supported judicial institutions to better control the use of special investigative measures by intelligence and law enforcement agencies, preventing potential abuses which would undermine democracy and citizens' trust in the state. We also facilitated the creation of the *Benchbook on Special Investigative Measures*, written for, and by, justice professionals across Bosnia and Herzegovina. It provides a detailed guide to principles, procedures, and good practice on the authorization of special investigative measures such as interception of private communications. As such it promotes judicial compliance with European standards, and results in more effective criminal investigations.

**Funded by Norway**

## Gender self-assessment of National Police



### UKRAINE

A high-level ceremony opened DCAF's project office in Kyiv, which supports the capacity of the National Police to more effectively plan, implement, monitor, and review reform processes and priorities. DCAF signed a Memorandum of Cooperation with the Ministry of Internal Affairs and the National Police to support a gender self-assessment of the force. The broader purpose is to integrate gender more effectively into the policies and policing practices, with the aim of enhancing effectiveness through more inclusive policing.

Funded by Canada

## Building police integrity



### VARIOUS LOCATIONS

We supported law enforcement agencies and ministries of interior in the Western Balkans to implement strategic reforms designed to build institutional and individual integrity in line with modern, democratic policing principles. This approach enabled systematic delivery of in-service training on police integrity, gender equality, and non-discrimination. It also led to the facilitation of country-to-country knowledge exchanges, for example supporting the Albanian State Police to develop their own Integrity Plan. For the OSCE Border Security Management College, we brought together mid- to senior level officials in border control and management for OSCE participating states and partners. Ongoing support included expert trainings, of which 40% of participants were women – a high average in law enforcement.

Funded by Norway

## Improving governance through legislation



### UKRAINE

We supported the national Parliament through the International Advisory Group, consisting of the European Union Advisory Mission, US Embassy, and the NATO Liaison Office. DCAF experts reviewed draft security sector legislation, which was subsequently adopted by Parliament. Consultations with senior intelligence and parliamentary oversight officials also took place, discussing harmonization of national legislation with European good practices.

Funded by Switzerland and Norway

## Regional Cooperation in Cybersecurity



### VARIOUS LOCATIONS

We supported public and private cybersecurity actors in developing models of cooperation, which led to the setting up of the Cybersecurity Network Foundation in Serbia. We organised peer exchanges between national Computer Incident Response Teams, resulting in a new cross-border collaboration to jointly address cyber incidents. We captured our lessons learnt in developing cybersecurity cooperation in several ground-breaking publications, such as a book of case studies on cyberviolence against women and girls in the Western Balkans

Funded by the United Kingdom and the Netherlands



Poster from awareness raising campaign on illicit trafficking in cultural goods.

## Enhancing cooperation and pandemic response



### VARIOUS LOCATIONS

Through the PCC Secretariat in Ljubljana we assisted our partners in the Western Balkans and Moldova in the fight against cross-border organised crime by supporting stronger communication and cooperation between police and customs officials. We supported law enforcement services on how best to respond to the COVID-19 pandemic and offered recommendations on measures to enhance the safety of officers in the course of their duties.

Funded by Norway and PCC Contracting Parties

## Combatting cross-border organised crime



### VARIOUS LOCATIONS

We continued to respond to the needs of border police institutions, including support to more effectively address irregular migration. Our Border Security Programme offered insight and practical support on how to conduct interviews with irregular migrants, cultural mediation, and debriefing procedures to gather data and identify human trafficking, migrant smuggling, and foreign terrorist fighters. Additionally, we helped address limited capacities for the detection and suppression of illicit trafficking of cultural goods through the development of awareness-raising material for border police to improve their understanding of common forms of illicit trade which can be linked to international terrorism.

Funded by Norway

## Intelligence reform and oversight



### NORTH MACEDONIA

DCAF supported the introduction of a common standard for authorisation of the use of intrusive measures into the curriculum of the Academy for Judges and Prosecutors. Through a locally owned process, a multi-institutional group of oversight, intelligence, and law enforcement services developed a 'Common Minimum Standard' for conducting intelligence oversight visits that has been adopted by Parliament. Work also began on the design of a shielded room and protected workspace in Parliament, providing a secure location to review classified information. Finally, new Intelligence Committee Rules of Procedures were adopted in Parliament, paving the way for increased effectiveness of oversight activities.

Funded by the Netherlands, Sweden, Switzerland, the United Kingdom and the United States

## Civil society empowerment



### EASTERN PARTNERSHIP AREA

Through the Partnership for Peace Consortium we empowered civil society organizations from the Eastern Partnership Area and Central Asia to play a more active role in security sector oversight and in contributing to an inclusive and informed public debate on security sector-related developments.

Funded by Switzerland

“Thanks to DCAF’s persistence and perseverance, not only all political parties were involved, but also representatives of the civil society sector. That, for me, was a key moment for the great reform that was later initiated with the new government.”

Slavjanka Petrovska, Member of Parliament and former Deputy Minister of Interior, North Macedonia

## Parliamentary assistance



### VARIOUS LOCATIONS

In Armenia we organized expert exchanges on parliamentary oversight of the security and intelligence sector and contributed to a study on inquiry commissions. Jointly, with the NATO Parliamentary Assembly, we launched a study on Parliamentary Oversight of Military Intelligence. In the Western Balkans we supported parliamentary committees with expert knowledge on police integrity building, cybersecurity and intelligence governance.

Funded by Germany, Norway and Switzerland






# Latin America and the Caribbean

In 2020 we supported the capacity building of the National Police in Colombia and Honduras and made ground-breaking contributions on parliamentary oversight and the use of force by police forces. Moreover, we enhanced civil society oversight of the security sector and consolidated its work on gender in Honduras and Colombia.

## REGION OVERVIEW

Since 1980s, Latin America and the Caribbean have grappled with complex security challenges, ranging from natural disasters to high levels of violence, crises of legitimacy for public institutions, and increased social unrest. During 2020, security challenges deepened due to the severe economic and socio-political impact of COVID-19, and the lack of measures in place to tackle the spread of the virus. Using a multidisciplinary approach, our work in the region engages security sector institutions, civil society, and external oversight actors. Understanding the interconnections, goals, and needs of these stakeholders, and engaging local expertise, have been instrumental in promoting adequate conditions for effective long-term reform and good governance of the security sector.







Lt. Colonel Lurangeli Franco Rodríguez with women from rural communities in conflict-affected areas of Colombia  
 Photo: National Police of Colombia

## 2020 HIGHLIGHTS

### Strengthening community oversight



#### COLOMBIA

In partnership with the Foundation for Press Freedom we launched a two-year programme to develop the capacity of media and civil society groups to conduct oversight of the security sector. The programme promotes mutual understanding between journalists and the National Police of Colombia to strengthen the protection of the rights of civil society leaders and the media. The programme also aims to increase the capacity of local community leaders in remote areas to produce and access information through a variety of communication channels, including social media. The project successfully started with the set-up of a local communication initiative for local leaders in El Carmen del Atrato (Chocó), the first of seven municipalities that will be covered in the programme.

**Funded by Germany**

### Gender-responsive policing



#### HONDURAS

We supported the Honduran National Police to conduct a gender self-assessment, supported by the Organización Internacional de Desarrollo Social. DCAF delivered a training for the group of officers leading the self-assessment and designed a new training package for police working on domestic violence. In response to the pandemic, we produced a series of recommendations to help manage the impact of COVID-19 on gender-based violence, which were accepted by the Honduran National Police. The Gender lead for the police spoke positively about the impact of these actions at a widely-attended webinar on policing gender-based violence during COVID-19.

**Funded by Switzerland**

### Promoting dialogue on the security needs of women



#### COLOMBIA

With the support of our local partner Corporación de Investigación y Acción Social y Económica we implemented the second phase of a project to improve the security dialogue between rural women and the National Colombian Police. We held capacity-building workshops and roundtables that brought together marginalized rural women and police officers, helping to build a level of trust between them. These discussions contributed to the design of inclusive strategies to better address the security needs of the women. We produced a publication based on the main lessons learned from the project, *Bridging the distance: bottom-up lessons from the rural women in Colombia*, which will be officially launched in 2021.

Funded by Norway

### Building knowledge of legislative oversight



#### COLOMBIA

We partnered with the Universidad de los Andes to create a baseline study on the legislation and oversight mechanisms of the security sector, with recommendations to improve governance according to global good practices. It will serve as an important baseline for further engagement. We launched the publication *Legislative Oversight and Political Control of the Security and Defence Sector in Colombia* during a virtual panel discussion hosted by DCAF and the School of Governance of Universidad de los Andes. The webinar had a wide outreach with more than 300 attendees, providing an excellent platform to promote the publication and foster interest in the topic among various stakeholders.

Funded by DCAF Core Funding and Universidad de los Andes



The National Police of Honduras on duty with local communities during COVID-19. Photo: National Police of Honduras

### Contributing to more gender-responsive policing



#### COLOMBIA

DCAF, with the support of our local partner Oportunidad Estratégica, assisted the National Police to implement a tailored version of the DCAF Gender Self-Assessment. The results of the assessment and our recommendations were very well received by the National Police, and led to the creation of a detailed action plan to implement the Special Gender Work Plan 2021-2027. This is a key strategic document aimed at mainstreaming gender throughout the institution. In the last quarter of 2020, DCAF further assisted the institution in defining the initial stages of implementation of the Plan.

Funded by Norway

### Improving communication between the police and the population



#### HONDURAS

In 2019 we conducted an in-depth institutional diagnostic of the Directorate of Police Disciplinary Affairs, Honduras' police oversight agency. Several of our recommendations were accepted by the agency's leadership, including the need to improve the public's perception of the agency. As a follow up in 2020 we supported the Directorate to create an external communications strategy designed to help build trust between the police and the population. It will be the cornerstone of future communications with the local population.

Funded by Switzerland

## Studying the use of force



### VARIOUS LOCATIONS

Already high levels of violence in the region worsened during the COVID-19 pandemic, prompting an increase in reports of disproportionate use of force, militarization of the security sector, and human rights violations. We examined the experiences of the use of force in selected Latin American and European countries and produced an evidence-based study designed to contribute to conflict reduction and the protection of civil rights such as the freedom of peaceful assembly, peaceful protest, and human rights. This study also proposes a new classification of models of use of force and provides recommendations on policies, regulations, training, and accountability, as well as a set of guidelines for the design of these models for the post-pandemic era.

**Funded by the Netherlands**

## Strengthening police management of crowds and conflict



### CHILE

In collaboration with the European Union SGG Facility, we started accompanying the ongoing efforts to strengthen the SSG in Chile. Through awareness raising, trust-building, and planning, the Chilean police forces (Carabineros Chile) have adopted a positive attitude towards a very sensitive issue for police institutions, the use of force. In line with human rights and international standards, Carabineros is enhancing its operational approaches to managing public assemblies, de-escalating conflict, and communicating more effectively with the public in a crisis. This experience has contributed to developing a framework to support police enforcement institutions in other countries to improve their use of force practices and systems.

**Funded by DCAF Core Funding and the EU SSG Facility**

## Controlling the use of force



### COLOMBIA

As a result of controversial police procedures and increasing riots and demonstrations in Colombia, the National Police asked DCAF to help strengthen its internal controls over the use of force in routine police procedures, managing public assemblies, and situations requiring conflict de-escalation.

The project is assessing current police protocols and policies against international good governance principles and practices with the aim of producing an action plan to support the institution effect change.

**Funded by DCAF Core Funding**

“ I represent more than 6,780 members of the Neighbourhood Councils of the Callao Region. What I learned in the webinar will help in my role as Regional Coordinator with better knowledge and to be able to teach others as well. ”

**Luz Amelia Sánchez, Regional Coordinator the Neighbourhood Councils of the Callao Region (Peru) - attendee at the webinar “How Police in Latin America are dealing with Gender-Based Violence during COVID-19.”**



# Asia-Pacific

We successfully organized the first ever Asia-Pacific SSG Forum which virtually convened 22 countries and territories, we developed 15 SSG/R project proposals together with our national partners, and supported national working groups. We also helped build the professional capacities of over 100 people dedicated to reforming the Myanmar Police Force, including parliamentarians, parliamentary staff, civil society activists, and police officers.

## **REGION OVERVIEW**

More than half the world's population lives in the Asia-Pacific region, which is steadily becoming more central to international economics, peace, and security. At the same time, it faces a myriad of challenges such as creating effective oversight of security institutions, and addressing gender-based violence, and the meaningful participation of women in security institutions. Since 2017 DCAF has been working in the region to promote and support sustainable SSG/R processes at the national, sub-regional, and regional levels.





South Korea SSG National Working Group Meeting, Institute of North Korean Studies. Photo: DCAF

## 2020 HIGHLIGHTS

### First Asia-Pacific Security Sector Governance Forum



#### ONLINE

With participants from 90% of the countries and territories in the region, the first Asia-Pacific SSG Forum provided a new broad platform for stakeholders to exchange SSG/R experiences, best practices, and needs. The five-day virtual Forum focused on security sectors' responses to the COVID-19 pandemic, with an emphasis on strengthening accountability and effectiveness in responding to health crises. In advance of the Forum, we collaborated with our network partners on a study, *Security Sector Responses to COVID-19 in the Asia-Pacific Region: Reflections on an Ongoing Health Crisis*. It was used as a key background document for this year's edition of the Forum and will be published for a wider audience to reflect on and learn from the COVID-19 response in Asia-Pacific.

Funded by Open Society Foundations (OSF)

“With the support of DCAF we have been able to build a strong SSG network at national level. This has increased our visibility amongst civil society and government institutions.”

Dr. Deepak Prakash Bhatt, Member, House of Representative Federal Parliament of Nepal and Founding Director, Nepal Centre for Security Governance, Nepal



## Supporting national SSG/R working groups



### VARIOUS LOCATIONS

The working groups bring together national stakeholders to discuss the challenges and opportunities for reform in their security sectors. Representatives range from civil society organisations to the armed forces, and from parliamentarians to academics. Several very promising proposals to support good SSG/R have emerged from these working groups in 2020, for which we hope to secure funding and start implementation in 2021. Examples include building capacities in maritime SSG/R; urban safety and security; increasing police efficiency and integrity; strengthening oversight bodies; enhancing the role of women in security institutions; outreach to communities to promote knowledge of SSG/R; and supporting the revision of national security policies.

**Funded by Open Society Foundations (OSF)**

## Building networks and partnerships



### VARIOUS LOCATIONS

Our multi-year initiative 'Promoting Good Security Sector Governance in the Asia-Pacific Region' has helped to establish and expand a broad network of institutional and personal partnerships at the sub-regional and national levels. It currently includes 21 countries and territories, and we aim to expand the network in 2021 to the Oceanian countries. With these partners, we explored and addressed key challenges, shared experiences, and celebrated achievements in their national SSG/R initiatives. Aside from taking the lead in organising national working group meetings and participating in sub-regional forums co-organized with DCAF, the network partners actively exchange ideas, participate in research, seminars and events organised by other network partners, and function generally as an emerging community of practitioners and experts. Priority issues in 2020 included national and cross-regional discussions on health crises and the roles of security sector actors, as well as Covid-19 and emergency preparedness and response. Working in tandem with our national and sub-regional partners and associates, we can more effectively respond to local needs and guarantee local ownership and an inclusive approach to SSG/R activities.

**Funded by Open Society Foundations (OSF)**

## Strengthening parliamentary oversight



### MYANMAR

Over 100 individuals, the majority of whom were women, participated in trainings and seminars. Parliamentarians and their staff were trained on providing effective oversight of the police during the COVID-19 pandemic, as well as the roles and responsibilities of the security sector at the state level. We also facilitated meetings with civil society organizations to provide input on the reform of legislation governing the police.

**Funded by the European Union**

“From the time we had the study group in 2007 until the present, DCAF has been our ‘constant’ – it is our constant companion, constant mentor, constant partner in everything SSR. DCAF is a dependable and steady partner in mainstreaming the SSR agenda.”

**Dr. Jennifer Oreta, Director, Ateneo Initiative for Southeast Asian Studies and Assistant Professor of the Department of Political Science, Ateneo de Manila University, Philippines**

# Our Values

DCAF's values represent what we stand for. They support our vision, shape our culture, and guide our decision making in both what we do, and how we do it. As our five guiding stars, they contribute to shaping a working environment and an institutional culture we want to be proud of.

## 1 Accountability

We set clear objectives in a transparent, responsible manner. We use resources efficiently and effectively. We assume responsibility for our decisions, our actions and their consequences.

## 2 Excellence

We strive for professionalism and outstanding quality in all we do. We take pride in our work and our reputation. We are determined to learn from our mistakes and improve continuously.

## 3 Inclusivity

We do not discriminate against or exclude people. Wary of implicit bias, we seek and enable everyone's contribution. We listen to and learn from others.

## 4 Integrity

We hold ourselves to the highest ethical standards. We are honest, open and fair. We proactively challenge misconduct and properly address conflicts of interest.

## 5 Respect

We act with consideration, courtesy and kindness. We value and embrace diversity. We challenge discourteous behaviour and promote a culture of respect.

# Meet the Kajembas

## Putting communities at the heart of security sector oversight



After years as journalists reporting on the poverty, violence, and other challenges faced by ordinary citizens in the DRC, Eric and Christine Kajemba began looking for another way to help improve people's lives and increase the reach of their words and actions.

So in 2003 the husband and wife team, along with some friends, started the Observatoire Gouvernance et Paix (OGP), a civil society group that works to reduce corruption, human rights abuses, and conflict associated with the mining industry. They chose to focus their efforts on that industry because it affects the livelihoods and quality of life of millions of people. "The mining industry is essential to the social and economic life of the country," according to Eric Kajemba. "In DRC, in many places, without the mines there is no life."

“ It is a mistake to think that local communities have nothing to say. Our experience has shown that without including them in the discussion, any project on the ground will fail. ”

**Eric Kajemba**

The industry also relies heavily on private security companies to protect the large mining sites. In many areas, these private security forces play a large role in the life of local communities alongside - or sometimes in place of - public security forces. And yet, as private companies, they are not subject to the same oversight mechanisms as government forces, leading to security forces' misconduct and complaints of human rights abuses. This has been a problem in South Kivu, where in 2020 incidents were reported around mines in the areas of Bitale, Kalehe, Twangiza, and Mwenga.

### Dialogue and oversight

In order to help address this, DCAF supported the OGP to create the South Kivu Working Group and bring together public and private security forces, local authorities, and community members to discuss reports of conflict or abuse around the mining sites and resolve problems before they get out of hand. The group promotes the Voluntary Principles, which guide companies on how to conduct their security operations while respecting human rights.

The Working Group has been instrumental both in defusing conflict, and avoiding misunderstandings that could lead to violence. DCAF helped OGP and the Working Group put in place an incident reporting tool, which was used to document incidents at the Twangiza, Nyabibwe, and Bitale mines and in some cases identified human rights abuses by security officers that resulted in the removal of the alleged perpetrators and disciplinary action.

### Finding win-win solutions

The Kajembas have taken a leading role in the South Kivu Working Group because they believe in the value of constructive dialogue between the public and private security sectors, and the importance of including local communities in the conversation. They summarize the success of the Working Group and the OGP in general with three words: dialogue, neutrality, and transparency. They work hard to create win-win solutions, believing that for a solution to be sustainable in the mining communities, everyone's interests must be represented.

### SSG/R Champions

In celebration of DCAF's 20th anniversary we put a spotlight on some of our many partners who have made extraordinary contributions to the field of security sector reform and good governance in their countries.

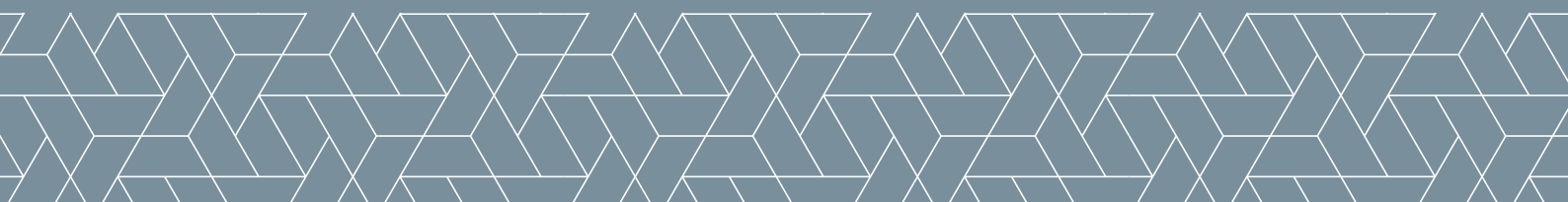


A man and a woman, both wearing dark blue polo shirts with the European Union logo and a blue cap with the EU flag, are standing in front of a wall covered in colorful, intricate tiles. They are looking at a document held by the woman. The man is also wearing a blue lanyard with an ID card. The background features a large window with a decorative frame and a wall of tiles in shades of yellow, green, and blue.

# Assisting International Actors

We assist international actors to enhance the effectiveness and coherence of their support to nationally-led and locally-owned SSG/R processes. During this unprecedented global pandemic, we supported the coordination of multilateral responses to alleviate suffering and reduce risks associated with deepening socio-economic vulnerabilities.

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# Bilateral Partners

We supported our bilateral partners in the implementation and assessment of security and justice programmes including access to justice, legal empowerment, police tactics, and youth justice policy framework. Among our 2020 projects, many will continue to require our support in 2021 to strengthen the development of international good practices.

## OVERVIEW

We reinforce the individual and collective capacity of governments to improve their security and justice programming for their countries and their strategic partnerships with other countries. Through a wide range of activities, such as training and coordination support, we have assisted states since 2008 to enhance their effectiveness and efficiency, and the coherence of their support as donors and international partners in nationally-led SSG/R initiatives.







Facilitating dialogue on security sector reforms in Mali. Photo: DCAF

## 2020 HIGHLIGHTS

### Developing a whole-of-government approach to SSG/R



#### THE NETHERLANDS

Cognizant that an integrated approach towards security and rule of law contributes to sustainable peace, in 2019 the Netherlands asked for our support in the creation of a strategic approach to its SSG/R work. We brought together various parts of the government that were involved in SSG/R to build a shared understanding and reflect on how to operationalize a unified, coherent whole-of-government approach for the SSG/R engagements of the Netherlands. This will continue in 2021.

**Mandated by the Netherlands**

### Improving donor coordination



#### NORTH AFRICA

We conducted a mapping study of SSG/R programmes in Algeria, Egypt, Libya, Morocco, and Tunisia, including those dedicated to access to justice and legal empowerment. The study also identified support among donors for emerging themes such as accountability, prevention of violent extremism, migration, and other context-specific challenges. It aimed to facilitate coordination and complementarity among donors, stronger alignment with national strategies, and increase the efficacy of aid given to SSG/R initiatives.

**Supported by ISSAT Pooled Funders**

## Studying security and justice challenges for youth



### JORDAN

We conducted a study outlining the main security and safety vulnerabilities of young people. Based on desk-based research and interviews with donors, international organizations, and national practitioners working on youth and security issues in Jordan, the study provides a baseline understanding of the security and justice challenges facing youth in Jordan. It will be used in the scope of a new programme on inclusive security using the Youth, Peace and Security agenda as a possible policy framework.

**Mandated by the United Kingdom**

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## Supporting organizational change



### FRANCE

Building on work done in 2019, we assessed the progress done by Expertise France in building a strategic position in the field of SSG/R. We further supported a strategic reflection workshop to assist the agency in articulating its operational strategy for SSG/R, and identifying initial steps for an implementation framework. Our recommendations had a direct impact on the ongoing restructuring of the French security and justice assistance architecture, which resulted in the absorption of Justice Coopération Internationale into Expertise France. We foresee the full integration of Expertise France into the Agence Française de Développement by 2021.

**Mandated by France**

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“ DCAF’s contribution in helping us to develop a viable and useful cooperation in the field of rule of law and security has been very concrete, hands-on, and valuable. ”

Linda Gjermani, Programme Officer, Embassy of Sweden, Albania

## Evaluating programme effectiveness



### MOLDOVA

We conducted an evaluation of the Swedish Police Support Programme in Moldova. This evaluation was the fourth in the series (Serbia, Liberia, Albania) and was conducted to determine if the project remains relevant in the changing context, and if it was on track to achieve the expected outcomes. Our evaluation demonstrated that the project continues to provide crucial support to the Moldovan police in key areas including community policing and basic policing methods and tactics. As a result of our recommendations, Sweden has extended its programme to support the Moldovan police.

**Mandated by Sweden**

Supporting the EU's work in The Gambia with advice, training, and development for local partners. Photo: DCAF







# Multilateral Partners

In 2020, we supported policy efforts to strengthen multilateral organisations' support for SSG/R and helped to foster and expand their cooperation in order to reduce repetition and harmonize international initiatives in SSG/R. During this unprecedented global pandemic, we supported the coordination of multilateral responses to alleviate suffering and reduce risks associated with deepening socio-economic vulnerabilities. We addressed security and justice sector reform and governance challenges by strengthening prevention and mitigation strategies and preparedness.

## OVERVIEW

Multilateral organizations play a crucial role in shaping the security sector governance agenda through the development of policy and guidance, and by engaging in the provision of a wide range of SSG/R activities on the ground. Since our inception 20 years ago, DCAF has worked closely with multilateral partners to provide effective and coherent support to national reform and governance processes. This includes strong engagement with the United Nations, the European Union, the Organisation for Security and Cooperation in Europe, the African Union, and many others.





A view of the Human Rights and Alliance of Civilizations Room at the Palais des Nations.  
Photo: UN Photo/Jean-Marc Ferré

## 2020 HIGHLIGHTS

### Supporting the UN review of defence sector reform



#### UNITED NATIONS

We published a policy paper for the UN Department of Peace Operations summarizing the findings of a multi-year research project to map and analyze Security Council mandates and Secretary-General Reports in the field of defence sector reform. This research is intended to contribute to the broader formal review process of the UN policy on defence sector reform. Based on the summary of findings, we issued a set of recommendations for members of the UN Security Council, staff of the UN Secretariat, and for the policy review process more specifically.

**Funded by Switzerland and DCAF Core Funding**

### Putting SSG/R into the context of peacebuilding



#### UNITED NATIONS

The Geneva Peacebuilding Platform and Switzerland organized consultations for the 2020 United Nations peacebuilding architecture review. In the framework of these consultations, we organized the session 'Unpacking Prevention through a Governance-driven Approach to Security'. The event emphasized the vital role of SSG/R in sustaining peace and provided the opportunity to discuss how SSG/R can effectively contribute to the sustaining peace resolutions.

**Funded by Switzerland and DCAF Core Funding**



## Reflecting on the future of UN peacekeeping



### UNITED NATIONS

The UN Department of Peace Operations has launched a new project to imagine what the peacekeeping operations of the future might look like, and to propose possible policy reorientations. We contributed to this endeavour with the paper *Reflections on Strengthening the Role of Peacekeeping in Sustaining Peace from a Security Sector Reform Perspective* which was presented at a roundtable with researchers and UN staff. The paper argued that peacekeeping efforts must engage in SSG/R to help mitigate the risk of conflict and ensure that police and armed forces are ready to be effective in their role of protecting the population.

**Funded by Switzerland and DCAF Core Funding**

## Exploring the UN's approach to SSG/R



### UNITED NATIONS

We edited and published a volume of essays about the UN's approach to SSG/R that explores not only its policy positions, but their practical application in the field. Authored by UN staff and other experts, the essays outline both the challenges of applied multilateralism in SSG/R, and some operational results achieved thus far by the UN. The volume was launched at UN Headquarters in New York with representatives from Member States, the UN, the European Union, the African Union, and the World Bank.

**Funded by DCAF Core Funding**

## Reviewing the OSCE's SSG/R guidelines



### OSCE

We continued our multi-year partnership with the OSCE by conducting the review of the implementation of the OSCE SSG/R Guidelines and presenting the results at the annual SSG/R Focal Points meeting. Building on the review's findings, we facilitated discussions at the meeting on the development of an updated edition of the Guidelines for 2021. DCAF will support the OSCE in this endeavour, which is intended to enable OSCE staff to provide more coherent and effective support to national partners in the implementation of SSG/R.

**Funded by Switzerland and DCAF Core Funding**

## A more effective transition from peacekeeping to peacebuilding



### UNITED NATIONS

The UN is reforming the process of mission transition to try to ensure the sustainability of the peacekeeping and peacebuilding work carried-out during the lifetime of a peace operation. We supported the reform with a joint lessons-identification study on the transition of the African Union - United Nations Hybrid Operation in Darfur. The report provides a comprehensive evidence-based analysis of the added value of the State Liaison Functions and the challenges of operationalizing them vis-a-vis rule of law and human rights. We produced recommendations to inform the planning of the follow-on mission in Sudan, and to improve the planning and implementation of the UN's State Liaison Functions in general.

**Mandated by the African Union, Germany, Slovakia, Switzerland, the United Kingdom, and the United Nations**

## Conducting security needs assessment



### OSCE

We supported the OSCE to conduct a comprehensive needs assessment of the security sector in Bosnia and Herzegovina, with a focus on integrated border management, anti-corruption, and public security/community policing. We provided methodological guidance and organized workshops to equip the OSCE's assessment teams with methodologies and tools for information gathering. The assessment continues through to 2021, when we will support data analysis and drafting of the final report.

**Mandated by OSCE**

“ DCAF has become a very important partner in International Geneva, and a serious support in our collective work to implement the Sustainable Development Goals. ”

**Michael Møller, former Director-General of UN Office in Geneva**

## Supporting peaceful transition in Yemen



### UNITED NATIONS

The Office of the Special Envoy to the Secretary-General on Yemen (OSESGY) was established in 2012 to enable the resumption of a peaceful, Yemeni-led political transition that meets the needs and aspirations of the Yemeni people, including women. In 2020 we provided technical assistance to reinforce the planning skills of the OSESGY's SSG/R team. It included the overall development of transitional security arrangement options, as well as a focus on police components of SSG/R and disarmament, demobilization, and reintegration arrangements. It aimed to instill good practice principles, process elements and learning recommendations that could be adapted to Yemen's context.

**Mandated by the United Kingdom**

## Delivering responsive expertise in SSR



### EUROPEAN UNION

Funded by the 'Instrument Contributing to Stability and Peace' (IcSP), the Facility was created to help implement the 2016 EU strategic framework to support SSR. It provides responsive, tailored expertise to underpin EU Delegations and partner countries undergoing security sector reform and transformation. The Facility consortium - DCAF, Folke Bernadotte Academy, and Justice Coopération Internationale - delivers a broad range of expertise including policing, justice, defence reform, human security, governance, and counter terrorism / preventing violent extremism. In 2020, the Facility supported work in Burkina Faso, Chile, Jamaica, Tajikistan, Kyrgyzstan, Mali, DRC, and Benin.

**Funded by the European Commission**

## Enhancing the training capacity of EU civilian missions



### EUROPEAN UNION

We conducted an analysis of training requirements for the EU's civilian Common Security and Defense Policy (CSDP) missions to help make their security and justice advisors more effective in their roles. The analysis also identified opportunities for improving talent retention and deployment. The final report will be shared in the framework of the comprehensive review of 30 training needs areas for CSDP missions.

**Mandated by the European Security and the Defense College Executive Academic Board**

## Improving the effectiveness of advisors



### FOLKE BERNADOTTE ACADEMY

Possessing technical expertise is only one component of what makes an effective expert advisor in police reform. International advisors also require crucial soft skills such as cultural sensitivity, humility, patience, and how to adapt material to specific contexts. We delivered a new five-day virtual training course for government agencies and multilateral organizations that provides them with insight and practical understanding of the skills that they should be teaching their expert advisors before they deploy them to advise on police reform in other countries.

**Mandated by Sweden**

“We need organizations like DCAF to support dialogue and debate among national stakeholders, to encourage the development of creative options, and to inform those discussions with comparative experience from other contexts.”

**Martin Griffiths, the Special Envoy of the UN Secretary-General for Yemen**

# Meet Teresita Quintos-Deles

## Real change begins with understanding



Teresita ‘Ging’ Quintos-Deles is a renowned peace activist and pioneer in security sector reform in the Philippines. “My engagement in security sector reform came rather late,” says Quintos-Deles, who was a teacher before becoming an activist. In 2003 she was appointed Presidential Adviser on the Peace Process with oversight over multiple ongoing peace processes in the country, including the decades-long conflict in Mindanao, in the southern Philippines. She served in that role from 2003-2005, and again from 2010-2016.

“As a civil society peace advocate you have your cause,” she says. “You don’t think about the actual dynamics of activities on the ground, how it works. You just keep pushing to get what you want.”

But once in government, going into conflict areas and working alongside the military on the peace process, her understanding of what it would take to create sustainable peace began to change.

“Have a narrative for reform that is able to tap into the feelings and the aspirations and dreams of ordinary people. And keep the faith.”

**Teresita Quintos-Deles**

### Bringing the lessons of activism to government, and vice versa

Under Quintos-Deles’ watch several peace agreements were made, and much work was done to put in place systemic reforms to help ensure their success. In 2005 she left government and co-founded the International Center on Innovation, Transformation and Excellence in Governance, a policy research and advocacy centre that supports democratic

reform initiatives. By then Quintos-Deles had come to believe that democratic reform of the security sector was essential for long term peace in her country, and that civil society should be part of it.

Her challenge was to develop the interest and knowledge of other activists, most of whom took an adversarial stance to the military on principle. “If you were going to be a peace advocate,” she says, “you have to understand how it worked.”

### Bringing together policy and practice

With DCAF’s support, in partnership with the Friedrich Ebert Foundation, Quintos-Deles set up a study group that brought together civil society leaders of different stripes to learn how the security sector worked, and the challenges of reform. Over the years the study group also served to inform and train politicians and even security sector officials themselves.

Thanks to this beginning, and many other initiatives in the years since, Quintos-Deles has played a key role in putting SSG/R on the agenda, which was included for the first time ever in the national security plan of the Philippines. She also was instrumental in the Philippines becoming the first country in Asia-Pacific to implement a National Action Plan on Women, Peace and Security.

Now 72, Quintos-Deles is still working alongside young activists that she helped educate and inspire. She has sage advice for them: “Have a narrative for reform that is able to tap into the feelings and the aspirations and dreams of ordinary people,” she says. “And keep the faith.”

### SSG/R Champions

In celebration of DCAF’s 20th anniversary we put a spotlight on some of our many partners who have made extraordinary contributions to the field of security sector reform and good governance in their countries.

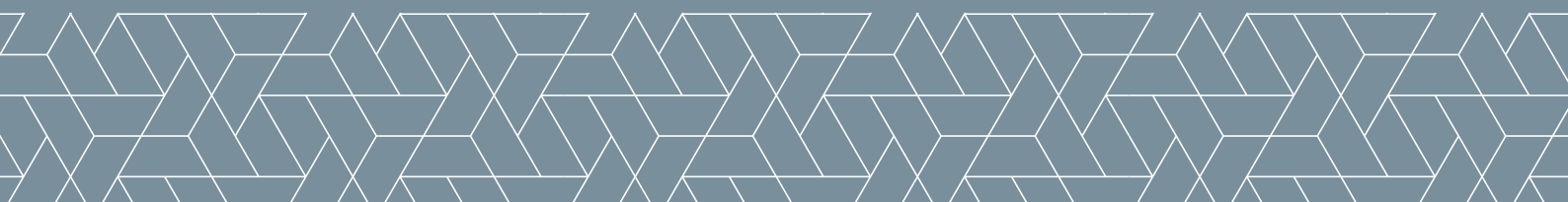




# Contributing to International Policy Development

We develop and freely share cutting-edge research that provides an evidence-based framework for security actors to use in the adoption of norms and standards, and the creation of effective SSG/R policy and practices. In 2020, we expanded our research in health crisis and security to support multilateral partners in their policy response to COVID-19.

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# Policy and Research

We contributed to international policy development by distilling and disseminating cutting-edge knowledge that facilitates the elaboration of norms, standards, and good practices related to security sector governance and reform. We strengthened our portfolios on conventional SSG/R issues, as well as expanded policy and research activities to new and emerging security concerns, such as climate change.

## OVERVIEW

For more than 20 years, we have produced empirically grounded and policy-oriented comparative research on global topics relating to security sector governance and reform. We are now internationally recognized for cutting-edge research that bridges the gap between policy and practice and is driven by innovation and the demands of our national and international partners.





At the launch of *The United Nations and Security Sector Reform: Policy and Practice* at the UN Headquarters in New York. Photo: DCAF.

## 2020 HIGHLIGHTS

### Linking SSG/R to peace and sustainable development



#### ONLINE

We began a three-year project to highlight the linkages between good SSG/R and Sustainable Development Goal 16 (SDG16). SDG16 seeks to promote peaceful, just, and inclusive societies and has crystallized the critical role of effective human security in achieving sustainable development. We hosted several events exploring this topic, including an official side event of the UN's High-Level Political Forum on Sustainable Development, where parliamentarians from Costa Rica, Georgia, and Nepal discussed how they are promoting SSG/R in the context of the 2030 Agenda and how their work has been impacted by the COVID-19 pandemic. During the event, we shared preliminary findings of our analysis on states' reporting on the implementation of the SDGs and the role of the security sector in contributing to sustainable development.

**Funded by the Netherlands**

### Supporting greater international cooperation



#### ONLINE

As one of the five partner institutions of the Geneva Peacebuilding Platform, we contributed to its flagship event, the Geneva Peace Week, with two virtual webinars exploring the link between peace and SSG/R in Mali, Colombia, and Yemen, and two digital products on the role of parliaments in SDG16, and migration and SSG/R. Held under the theme of 'Rebuilding trust after disruption: Pathways to reset international cooperation', the one-week event aimed to build trust and contribute to galvanizing leadership and international cooperation in the face of COVID-19. For the first time since its creation, the Geneva Peace Week was fully online leading to an increase of our reach with more than 800 registered users and 350 views of our digital products.

**Funded by DCAF Core Funding**

## Gathering Ombuds Institutions to assess the impact of COVID-19



### ONLINE

We hosted the 12th annual International Conference of Ombuds Institutions for the Armed Forces with more than 110 representatives of ombuds institutions from almost 40 states, as well as several international organizations and foundations. Representatives of ombuds institutions, parliamentary commissioners, inspector generals, and experts considered the impact of the pandemic on the armed forces, and on the ombuds institutions mandated to handle complaints from and against armed forces personnel. Participants shared experiences and best practices on response strategies to address grievances and become more resilient to external challenges, especially in the context of COVID-19.

Funded by Germany, Norway, and Austria

## Exploring the impact of climate change on SSG/R



### ONLINE

We piloted a project on SSG/R and climate change, exploring how they are linked, and providing input for entry points on national programming and international policy. This pilot project fills in knowledge and policy gaps on how climate security risks may affect the activities of security sector actors and SSG/R processes overall. We conceptualized these risks and issues in a reflection paper, participated in the Berliner Conference on Climate Security, and co-organized the annual UNOG-DCAF Seminar with a focus on climate change. In both events, we presented the findings of our initial research, and were asked to draft the report of the UNOG-DCAF webinar, which proposes recommendations for good SSG/R in light of lessons learned by security sector actors directly confronted with climate change impacts.

Funded by DCAF Core Funding

Access and download all our cutting-edge knowledge products for free on [www.dcaf.ch](http://www.dcaf.ch)





## Improving security sector reform through better evaluations



Despite growing analysis about the effectiveness of international assistance to national SSG/R processes, there is still a lack of empirical evidence on what works and why. To help address this gap, we conducted a comparative analysis of the approaches and methods used in over 100 SSG/R-related evaluations. The study demonstrates that SSG/R-related evaluations have not always been designed to support learning, and provides recommendations for strengthening evaluations as a basis for identifying more credible lessons for programming and policy-making.

**Funded by the Folke Bernadotte Academy**

## Sharing knowledge: DCAF SSG/R Series



Our SSG/R Series consists of SSR Papers and SSR Backgrounders. The Papers are empirically-based studies on relevant topics linked to SSG/R, targeted to security sector stakeholders and researchers. The Backgrounders provide concise introductions to topics, concepts, and key terminology. In 2020, we published an SSR Backgrounder on *Health Crises and the Security Sector*, and prepared two new backgrounders for launch in 2021: *Human Rights and SSG/R*, and *SDG16 and SSG/R*. We also worked on two SSR Papers, *Linking migration governance and SSG/R* and *Linking SDG 16 and SSG/R* that will also be launched in 2021.

**Funded by DCAF Core Funding**

## Analyzing the impact of COVID-19 on SSG/R



The unprecedented impact of COVID-19 has affected all dimensions of the security sector, from principles and values, to the activities of security providers and oversight bodies as governments deploy security forces to assist with safety measures and containment. We published a briefing note mapping the substantive impact of COVID-19 on security sector governance. It surveyed and compared policy and operational responses and explored how the impact of COVID can be mitigated while ensuring the provision of improved security for individuals, communities, and states. To broaden our support, we published a series of thematic briefs and advisory notes on states of emergency, disaster risk reduction and response, and post-COVID-19 access to justice and security.

**Funded by DCAF Core Funding**

## Addressing fragility through SSG/R



We published a policy brief, *The Interface of Security and Development: Addressing Fragility through Good Governance of the Security Sector*, within the framework of the G20 Think 20 Summit, convened prior to the G20 Leaders' Summit hosted by Saudi Arabia. The policy brief argued that hard-earned development gains are often lost to state fragility, which can be addressed through better SSG. The Summit's final communique included our recommendation to establish an SSG/R forum in the G20, which would effectively reposition SSG/R as a crucial element of sustainable development.

**Funded by DCAF Core Funding and ISSAT Pooled Funders**

“While we could tap local resource persons to talk to us about the origins, history, structure, and issues faced by Philippine security forces, we needed DCAF to give us a broader view of the contexts, challenges, emerging norms and standards as these were being forged and pursued across the globe.”

**Teresita Quintos-Deles, Chairperson, INCITEGov**





# Gender and Security

Gender equality is one of DCAF's core operational principles. In 2020, we advanced it through gender-specific tools such as the Gender and Security Toolkit, and the MOWIP methodology, which is designed to help increase women's meaningful participation in UN Peace Operations. We also integrated a gender perspective into DCAF's operational projects in the ongoing effort to mainstream gender throughout our programmes and projects.

## OVERVIEW

Our work on gender and security started in 2003 with research on violence against women, sexual violence in armed conflict, and human trafficking. Five years later, we were established as a leading policy voice on gender and security with the publication of the Gender and Security Sector Reform Toolkit. Developed with UN Women and OSCE ODIHR, the Toolkit was the foundation for a series of projects on gender and SSG/R. DCAF has since consolidated its reputation in the gender and security field by offering a combination of practical knowledge products, policy advocacy, and technical support directly to international and national state and non-state actors.



A member of the Jordanian community police talks to a Syrian woman in the Zaatari refugee camp, northern Jordan, after receiving training in community policing techniques. Photo: Russell Watkins/DFID.

## 2020 HIGHLIGHTS

### Putting the Gender and Security Toolkit to work



#### ONLINE

The Gender and Security Toolkit is a series of nine practical tools and four policy briefs designed to promote gender equality and support the integration of a gender perspective into security and justice sector reform and governance. Originally published in English, to increase its reach we started translating the entire toolkit into Arabic, French, and Spanish. Some individual tools have also been translated into other languages. We promoted the use of the toolkit through online events attended by representatives of states and international multilateral organizations and held a series of webinars on related topics such as Gender and Policing, Gender and Truth-telling, and Gender and COVID-19. To boost the use of the Toolkit by practitioners, we created a series of short animated films to use for training, capacity building, and awareness-raising. They are available in Arabic, English, French, and Spanish. We launched the films to commemorate the anniversary of the United Nations Security Council Resolution 1325 on Women, Peace, and Security.

**Funded by UN Women and the United Kingdom**

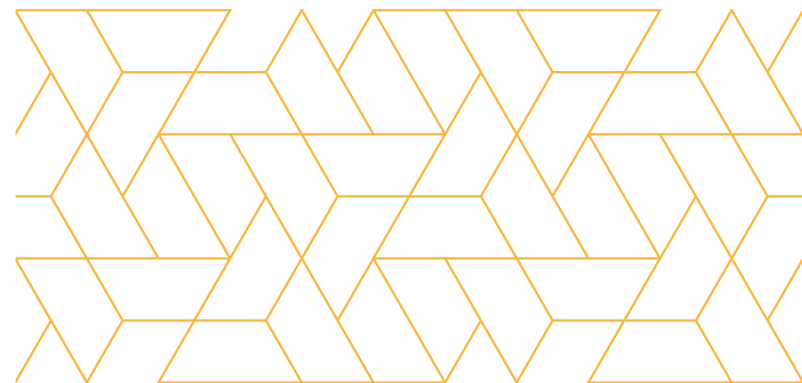
### Supporting zero tolerance for sexual harassment



#### NIGER

We developed a training course for staff and students in the National Police Academy of Niger to support the adoption of a new internal policy aimed at preventing sexual harassment within the Academy. It is designed to support the Academy to develop an institutional culture with zero tolerance for sexual harassment, and where reporting and accountability are the norm.

**Funded by Denmark**



## Reducing barriers for women in UN peace operations



### VARIOUS LOCATIONS

We launched the *Measuring Opportunities for Women in Peace Operations* (MOWIP) methodology, developed in partnership with Cornell University and national partners in eight countries (Bangladesh, Ghana, Jordan, Mongolia, Norway, Senegal, Uruguay and Zambia), to help troop- and police-contributing countries identify barriers and best practices to increase women's meaningful participation in UN Peace Operations. By measuring the impact of ten structural and cultural criteria in an institution, the methodology produces evidence-based recommendations designed to generate sustainable and transformational change. We ran a helpdesk and supported Cornell University to set up a lab for security institutions preparing to undergo a MOWIP assessment. With our support, Ghana, Zambia, Uruguay, and Senegal all completed, or nearly completed, their own assessment in 2020.

**Funded by Canada and Norway**

## Addressing violence against women



### UKRAINE

We developed a training curriculum on violence against women in partnership with the NGO La Strada and the National School of Judges. The training, which includes new provisions on crimes of sexual violence, was given to a cohort of judges who will deliver the curriculum to their peers across the country. With La Strada we also published a comprehensive 2019 monitoring report on the justice system's response to gender-based violence, which will be incorporated into the new prosecutorial training course on domestic violence to be developed in 2021. The value of this work is underscored by the first-ever European Court of Human Rights judgment addressing domestic violence in Ukraine, which references the findings of a previous DCAF assessment report that provided the evidence basis for the current project.

**Funded by the European Union**

OSCE monitors patrolling in the Donetsk region of Ukraine to assess the general security situation. Photo: OSCE/Evgeny Maloletka



“We were able to extend the cooperation between our institutions to increase the capacity of the judges in addressing the problem of sexual violence through development and institutionalization of the thematic training course. The course has benefited from the expertise and experience of DCAF. Such cooperation proved to be very efficient and creates a space for developing new ideas and further work.”

The National School of Judges, Ukraine

### Taking a systematic approach to gender



#### TUNISIA

We committed to applying a strategic and systematic effort to ensure gender mainstreaming in our programmes in Tunisia using the OECD Development Assistance Committee's system of gender equality policy markers. This strengthened and more systematic focus on gender led in particular to the development of a dedicated cooperation programme with the Ministère de la Femme, de la Famille et des Personnes Agées to support the implementation of the National Action Plan on Women, Peace and Security and advance gender equality in the security sector.

Funded by the DCAF Trust Fund for North Africa (TFNA)

### Documenting the impact of COVID-19 on gender-based violence



#### MOROCCO

We analyzed and documented the gender dimensions of COVID-19 and the implications for security sector institutions. Our research highlighted how the outbreak and its associated policy response led to a “scissors crisis”. While women have been more at risk of gender-based violence due to the pandemic and its economic consequences, the security sector institutions' capacity to respond effectively to gender-based violence incidents has decreased during the crisis. We shared the outcomes of our research with Moroccan civil society organizations to support their efforts in advocating for an increase in resources for the security sector to address gender-based violence.

Funded by the DCAF Trust Fund for North Africa (TFNA)





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# Business and Security

In 2020 security and human rights challenges related to companies operating in complex environments were on the increase in many parts of the world. Throughout the year, DCAF's work on Business and Security focused on promoting dialogue and building trust. This reflects our commitment to building bridges between businesses, governments, and communities as the most effective means to improve security, sustainable development, and respect for human rights.

## OVERVIEW

Conventional approaches to security sector governance and reform have often failed to address the impact of the private sector on the security of states and people, especially in fragile states where national governance is weak. We help the international community develop relevant norms, standards and good practices on business and security, and support national stakeholders to implement them. Addressing an industry that has grown significantly over the last 20 years, we have become the pre-eminent global organization committed to supporting good governance of the private security sector.



Kamituga mining site, in the Democratic Republic of the Congo - view of the Northern part, where the mineral extraction is mechanized. Photo: Ines Della Valle

## 2020 HIGHLIGHTS

### Promoting human rights



#### DEMOCRATIC REPUBLIC OF THE CONGO

We promoted dialogue and monitored security and human rights challenges around extractives operations through multistakeholder working groups in the Haut Katanga, Lualaba, and South Kivu provinces. We also supported the Government's application to join the Voluntary Principles on Security and Human Rights, a globally recognized set of standards for security operations. In October 2020, the Minister of Human Rights and the Minister of Mines from the Democratic Republic of the Congo visited our headquarters, reaffirming their commitment to partner with us to advance their efforts in support of the Voluntary Principles. The DRC will become the second African country to join the initiative, leading the way in addressing security and human rights issues in business operations on the continent.

**Funded by the Netherlands, Switzerland, and the United Kingdom**

### Reinforcing accountability



#### GUINEA, KENYA, NIGERIA

We supported the African Private Security Governance Observatory to reinforce civil society's ability to ensure effective oversight of the industry. In Guinea, where private security has gained prominence as a result of COVID-19, we worked with le Centre du Commerce International pour le Développement to address human rights issues and revise a draft national decree on private security to reflect international good practice. We also organized workshops in Kenya and Nigeria for civil society and media to identify ways they can play a role in oversight of the private security industry. In our regulatory reform, awareness-raising, and capacity-building events we examined the differentiated impact of the private security industry on men, women, boys and girls. We also included civil society actors who specialize in gender mainstreaming and/or the prevention of gender-based violence to represent the experience and perspective of marginalised groups.

**Funded by Germany and Open Society Foundations**





Interactive session on private security regulation: needs, and role for multistakeholder processes during the Private Security Governance Forum in Kano, Nigeria. Photo: AFRILAW

### Strengthening regulations



#### NIGERIA

The private security industry in Nigeria has grown significantly in recent years, taking on roles that in the past have been carried out by the police or military. This growth, however, has not been accompanied by effective oversight and regulation. Thus, as part of a long-term project to improve private security governance in Nigeria, DCAF facilitated outreach events in six regions. They brought together over 250 civil society, government, and company representatives and created common ground for collaboration on how to put in place effective oversight and accountability of the industry. Building on these activities, we worked with our partner the African Law Foundation to assist the Nigerian government to reinforce the national legal framework for private security.

**Funded by Germany**

### Promoting the International Code of Conduct



#### VARIOUS LOCATIONS

The International Code of Conduct for Private Security Service Providers seeks to ensure respect for human rights and international humanitarian law in regions where the rule of law has been undermined. We supported the integration of the Code within legal and policy reform processes in Guinea, Madagascar, Niger, Costa Rica, the Democratic Republic of the Congo, and Peru. We also raised the profile of private security regulation as a policy issue in Nigeria by facilitating the first-ever joint outreach event between the Montreux Document Forum and the International Code of Conduct Association. We worked with the Association to develop a practical tool to support the implementation of the Code that can be readily adapted to different contexts. The tool has already been piloted in 10 provinces of the Democratic Republic of Congo and will be rolled out across the country in 2021.

**Funded by Switzerland and the United Kingdom**

## Strengthening oversight by national human rights institutions



### LATIN AMERICA

We reinforced the capacities of national human rights institutions to conduct oversight of the private security industry. In partnership with the Ibero-American Federation of Ombudsmen and the Network of National Institutions for the Promotion and Protection of Human Rights in the Americas we established a dedicated thematic working group to promote collaboration and developed an e-learning course on the norms and good practices in private security regulation.

Funded by Switzerland

## Addressing and preventing conflict



### PERU

In 2020, violent demonstrations broke out in the Macro Sur mining region. DCAF worked with Guaman Poma de Ayala, convener of a working group committed to preventing social conflict in the Peruvian mining sector, to build trust between government, companies, and community representatives in the area. Through a series of dialogues on human rights and security, combined with the development of a human rights training course adapted for online delivery, we helped defuse tensions and establish a platform for constructive dialogue going forward.

Funded by Norway, Switzerland, and the United Kingdom

“ The DCAF Legislative Guide has been very helpful in our work. ”

Director General, Ministry of the Interior, Madagascar

## Advising on the role of private military and security companies



### MIDDLE EAST AND NORTH AFRICA

The Middle East and North Africa is witnessing a surge in the use of private military and security companies. However, a lack of knowledge has meant that legal and policy frameworks have not been adapted accordingly. In a first step to remedy this, DCAF clarified applicable international norms, standards, and good practices for States through a regional awareness raising conference organized in partnership with the ICRC. In addition, we organized a webinar featuring several renowned experts to shed light on governance challenges related to the private military and security companies deployed in the Libyan oil sector.

Funded by Switzerland

“ Following this training, there has been a change in our working method and a change in attitude towards the disease. ”

M. Youssouf BAH, Inspecteur, Private Security Company “BETA SECURITE”



# Meet Lt. Colonel Lurangeli Franco Rodríguez

## Going from “the enemy” to the “peace police”

Lieutenant Colonel Lurangeli Franco Rodríguez is an energetic policewoman in Colombia, a country suffering the consequences of more than 50 years of armed conflict. Since the signing of the peace agreement in 2016, she has played a strategic role at UNIPPEP, the Police Unit for Peacebuilding, supporting the implementation of the historic agreement.

Franco Rodríguez has led the development of a Police Peacebuilding Model, based on an innovative approach to SSG/R that has forged closer ties between the police and marginalized communities. This Model is a cornerstone in the development of community policing that is sensitive to gender and diversity, and close to historically marginalized people like indigenous and Afro-descendent women. Franco Rodríguez and her fellow officers listened and talked with these communities until they went from being “the enemy” - as the communities described them - to “the peace police”.

“ I am proud to have been able to contribute to these changes in my country. They will transcend history and underlie a genuine institutional change. ”

Lieutenant Colonel Lurangeli Franco Rodríguez

### Improving women’s access to security in rural areas

This level of trust was crucial to establishing dialogue on the security needs of rural women. Franco Rodríguez supported the implementation of a DCAF project with our local partner to conduct consultations, roundtables, and capacity-building workshops that brought together women and police. Thanks to participants of all ages and ethnicities in ten rural areas affected by the armed conflict, these discussions contributed to the design of inclusive strategies to better address their security needs. Step by step, the police are now



integrating into territories in which they had little or no access during the years of conflict.

### Contributing to more gender-responsive policing

Franco Rodríguez’s role as a woman within the police has been challenging because of patriarchal stereotypes. “I have overcome those obstacles [...] my path has been to show and give the place that women deserve,” she says. She is now using her experience to lead the effort to integrate gender into the policies and programmes of the police force. With DCAF’s support, she assisted the National Police to implement a DCAF Gender Self-Assessment. Her commitment was crucial to the success of the project since she managed to convince the hierarchy of the importance of mainstreaming gender within the institution.

Following our recommendations, she assembled a Gender Working Group within the institution to ensure the proper implementation of the assessment and the institutional buy-in at a larger scale.

The results of the assessment led to the creation of a detailed action plan to implement and mainstream gender throughout the institution.

### Facilitating south-south cooperation

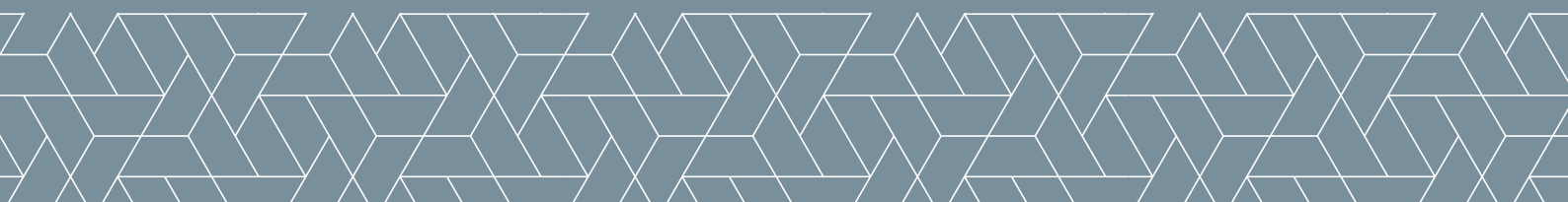
Drawing on these achievements, Franco Rodríguez and UNIPPEP are now sharing best practices with other Latin American countries facing similar challenges. For example, they organized capacity-building workshops on gender mainstreaming for the Peruvian National Police. This collaboration will be the first of many to come, facilitating south-south cooperation.

### SSG/R Champions

In celebration of DCAF’s 20th anniversary we put a spotlight on some of our many partners who have made extraordinary contributions to the field of security sector reform and good governance in their countries.

A photograph of a modern, multi-story building with a curved glass facade. The building is situated next to a railway track with a train visible. The sky is overcast with a white contrail. The text 'Resources and Governance' is overlaid in white on a dark blue semi-transparent background.

# Resources and Governance



# Finance

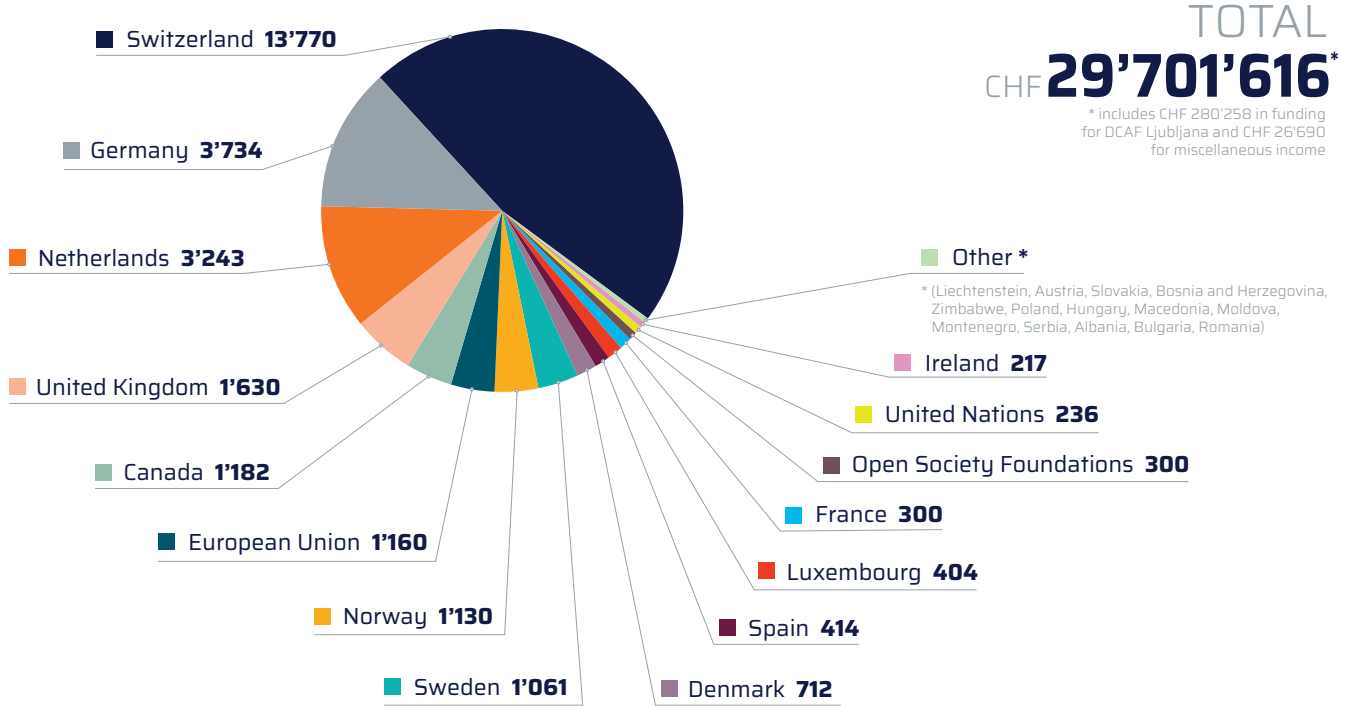
Given the adverse impact of the COVID pandemic on DCAF's ability to travel and perform in-country activities in 2020, the organization's turnover decreased by 7% compared to 2019, i.e. from CHF 32.1 million to CHF 29.7 million.

One of DCAF's financial priorities continues to be to diversify our funding base, thus reducing our reliance on the Swiss core contribution.

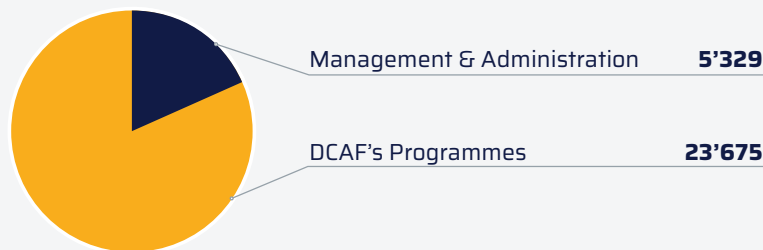
Comprehensive financial information, including the Balance Sheet, Profit and Loss Statement, Cashflow Statement and Statement of Changes in Capital and Funds, can be found in the audited Statutory Financial Statements of DCAF at [www.dcaf.ch](http://www.dcaf.ch).

	2020	2019
Income	29'701'616	32'053'008
Operating Expenditure	-29'004'054	-31'283'495
Result of Operating Activities	697'562	769'512
Net Financial Result	-66'974	-369'123
Non-Operating Result	-10'362	-104'287
Annual Result Before Change in Funds	620'226	296'102
Change in Dedicated Funds	-525'166	-285'000
Result for the Financial Year	95'060	11'102

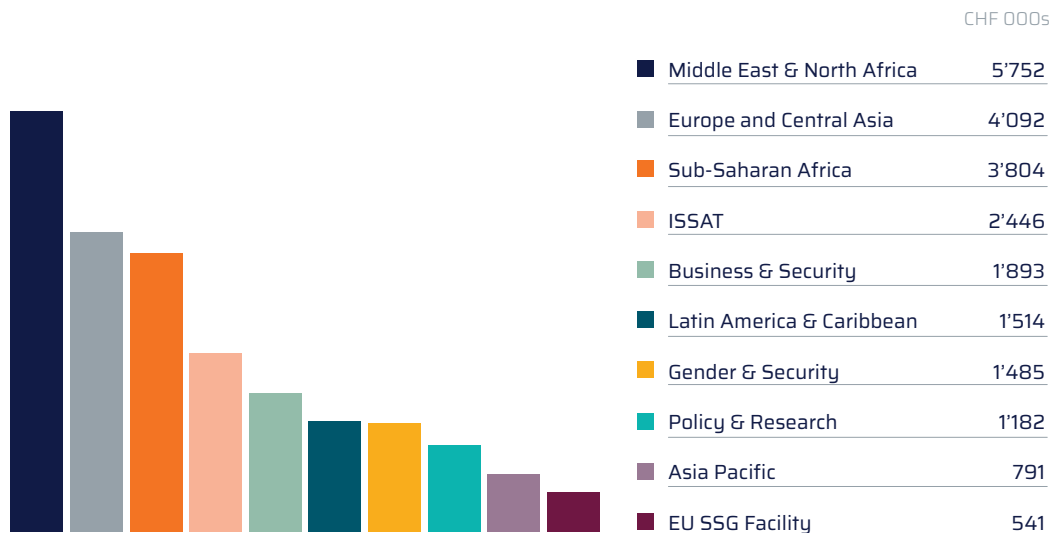
### INCOME FROM CONTRIBUTIONS



### OPERATING EXPENDITURE



### EXPENDITURE BY AREA OF WORK





# 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 funds, for the year ended 31 December 2020. PwC confirms that the financial statements for the year ended 31 December 2020 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 significant findings of the audit	We intend to submit our reports on the annual financial statements without any qualifications or comments. We recommend that the annual financial statements submitted to the Foundation Council be approved.	✓
	We have discussed all material issues and findings resulting from our audits of the annual financial statements with management.	✓
	Based on the procedures performed by us, we conclude that the organisation has taken actions to comply with the provisions according to art. 113 para. 1a-e FMIO regarding derivatives trading. We have not identified any instances of non-compliance that would require communication to you or to the Swiss Federal Department of Finance.	✓
Internal control system (ICS) findings	The ICS was considered in our planning of the final audit. Furthermore, we will confirm the existence of the ICS on the basis of the results of our audit in our audit reports on the annual financial statements.	✓
Corrected and uncorrected misstatements	No misstatements identified in performing the organisation audit that could have a significant impact on the closing process or the annual financial statements.	✓
Fraud and suspicion of fraud	In the current audit, we did not identify any suspected or actual fraud.	✓
Quality of application of Swiss law and Swiss GAAP FER	During our final audit, we did not identify any findings regarding the quality of the accounting and of the annual financial statements in accordance with the Swiss law on accounting and Swiss GAAP FER.	✓

# Our People



We put a special focus on maintaining a healthy work-life balance while working from home due to COVID-19. Photo: Bernarine Ilagan

## We invest in our working environment

### Reinforcing our values

All our employees commit to upholding DCAF's Values, not only in how we conduct projects, but in the way we treat colleagues, partners, and stakeholders. In 2020, we delivered a campaign to ensure all employees understand our values and expected behaviours, and endeavour to implement them in their day-to-day work.

### Improving employee engagement

We regularly measure employee engagement among our teams in order to take concrete measures to improve our workplace.

### Reinforcing personal integrity

All our teams attended sessions on DCAF's Personal Integrity policy and how it should be applied in our work. All sessions were introduced by our Director to emphasize the central importance of personal integrity in DCAF.

### Strengthening internal communications

We ensured employees received the latest information about DCAF's activities, policies, and objectives through bi-weekly internal bulletins and regular global town halls.

### Developing skills and competencies

We put in place induction sessions for new employees and introduced training sessions for managers to improve performance and knowledge sharing.

## We put security and well-being first

### Responding to COVID-19

To manage DCAF's response to the pandemic and best monitor the health and safety of employees, we established a COVID Task Force and a COVID-19 Hotline that operated seven days a week to support our people in Geneva and 13 Field Offices.

### Creating a security unit

In 2020, we created a security unit and hired a security manager to better advise our employees and develop security policies and practices that will meet the challenges of a growing team working around the world, often in fragile, post-conflict environments.

### Offering wellbeing workshops and activities



























































To address mental health issues stemming from COVID-19 and provide support and guidance for our people, we organized webinars on teleworking stress management, resilience, and preventing burnout.

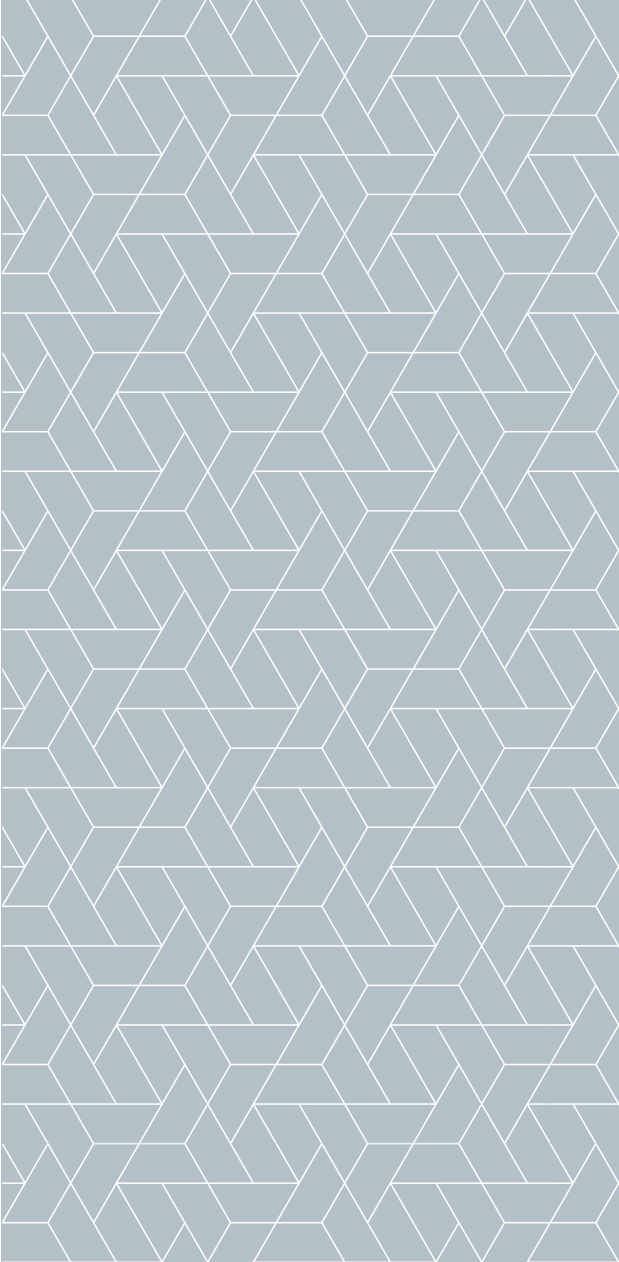
### Keeping a positive mindset

DCAF's Social Club set up an intranet page and sent out regular missives with humour, tips, and ideas for staying healthy and in good spirits during the pandemic. Team members volunteered to teach virtual classes in yoga and meditation to their colleagues all over the world.

# Foundation Council

DCAF's Foundation Council is the organization's highest body. At 31 December 2020, the Foundation Council comprised representatives of almost 60 States and the Canton of Geneva. Starting from June 2020, Kirsi Henriksson (Finland) assumes the Presidency of DCAF's Foundation Council.

	Albania (2000)		Liechtenstein (2006)
	Armenia (2002)		Lithuania (2000)
	Austria (2000)		Luxembourg (2003)
	Belarus (2002)		Madagascar (2015)
	Belgium (2004)		Mali (2011)
	Bosnia and Herzegovina (2001)		Malta (2008)
	Bulgaria (2000)		Moldova (2002)
	Burkina Faso (2009)		Mongolia (2014)
	Burundi (2010)		Montenegro (2006)
	Canada (2003)		Niger (2018)
	Côte d'Ivoire (2001)		Nigeria (2000)
	Croatia (2001)		North Macedonia (2000)
	Cyprus (2008)		Norway (2002)
	Czech Republic (2000)		Philippines (2011)
	Estonia (2000)		Poland (2000)
	Finland (2000)		Portugal (2003)
	France (2000)		Romania (2000)
	Canton of Geneva (2000)		Russian Federation (2000)
	Georgia (2001)		Serbia (2001)
	Germany (2000)		Slovakia (2000)
	Ghana (2011)		Slovenia (2001)
	Greece (2002)		South Africa (2001)
	Hungary (2000)		Spain (2001)
	Indonesia (2007)		Sweden (2001)
	Ireland (2000)		Switzerland (2000)
	Italy (2001)		Tunisia (2011)
	Kyrgyzstan (2011)		Ukraine (2000)
	Latvia (2000)		United Kingdom (2000)
	Lebanon (2007)		United States (2000)



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**DCAF** Geneva Centre  
for Security Sector  
Governance  
**20<sup>TH</sup> ANNIVERSARY**

DCAF - Geneva Centre for Security  
Sector Governance

Maison de la Paix  
Chemin Eugène-Rigot 2E  
CH-1202 Geneva, Switzerland  
Tel: +41 22 730 94 00  
info@dcaf.ch

**www.dcaf.ch**

 @DCAF\_Geneva