

**DCAF** Geneva Centre  
for Security Sector  
Governance

# ANNUAL REPORT 2018

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



# Thank you

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

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



And we are very grateful to the donors that provide substantial support to specific projects and programmes: the European Union, Germany, the Netherlands, Norway, France, the UK, Sweden, Canada, Ireland, the United Nations, Slovakia, and Spain.



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



# Director's foreword



Next year, we will celebrate 20 years since DCAF was established as the Geneva Centre for the Democratic Control of Armed Forces, at the initiative of the Swiss government. The Centre's founding mandate was to seek ways to help 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, the 'democratic control of armed and security forces' was held to be a keystone of lasting peace and stability, under the OSCE's 1994 Code of Conduct on Politico-Military Aspects of Security. Today, the concept has matured into a wider vision of security sector governance and reform (SSG/R) as a vital pillar of peace, security and sustainable development.

To reflect this evolution, in the spring of 2019 we renamed ourselves DCAF – Geneva Centre for Security Sector Governance, and took on the new visual identity that adorns this 2018 annual report. But what remains unchanged is our aspiration to influence international policy frameworks and support SSG/R worldwide.

DCAF is known as a trusted, knowledgeable partner, from Belgrade to Bogotá, from Niamey to Naypyidaw, and from Tunis to Tegucigalpa. This reputation stems from 20 years of frontline experience and our ability to engage effectively across the whole security and justice sector. In 2018, we delivered programmes in more than 40 countries in Africa, the Middle East, Eastern and Southeast Europe, and the Caucasus, and developed our presence in Latin America and Asia-Pacific.

We opened field offices in the Gambia, Honduras, Mali, and North Macedonia, bringing our worldwide field presences to ten and enabling ourselves to provide agile, ongoing responses to local SSG/R challenges. I travelled to our Ljubljana, Ramallah, Skopje, and Tunis offices, met local staff and heard from counterparts and partners how they value DCAF's support. I'd like to take this opportunity to thank our staff everywhere for their tireless work and commitment.

Our support to the top multilateral organizations continues at high intensity, be it through our work with the UN's Office of Rule of Law and Security Institutions (OROLSI), support enhancing UNDP's strategic monitoring of their Global Programme for Rule of Law, contributions to the World Bank's Fragility Forum, or input to the inaugural OSCE Secretary General's Report on SSG/R. In January 2019, we marked the first anniversary of

leading the EU SSG Facility. This advisory and technical capacity, set up to implement the 2016 EU-wide Strategic Framework for supporting SSR, has already become the EU's go-to resource for its SSG/R work.

DCAF's familiarity with the multilateral organizations also enabled us to explore how they might collaborate better on SSR in our pioneering 2018 report *Enhancing Multilateral Support for Security Sector Reform*. And we studied how countries can better provide expertise to meet multilateral mission needs, supporting EU Member States to identify good practices to implement the EU Compact for Civilian Common Security and Defence Policy (CSDP) missions.

Our leadership in the gender and security domain enabled us to support the Canadian-led Elsie Initiative for Women in Peace Operations, which aims to remove barriers to women's participation in peacekeeping. In parallel, we began updating our authoritative *Gender and SSR Toolkit*, first published in 2008. We partnered with UN Women and OSCE/ODIHR to assemble numerous gender and security experts to update the text for republication in autumn 2019 as the *Gender and Security Toolkit*.

DCAF is also a pathfinder on the impacts of business and private security actors on SSG worldwide. In partnership with the ICRC, we continue to promote the principles of responsible business conduct, enshrined in our toolkit *Addressing Security and Human Rights Challenges in Complex Environments*. And we have taken steps towards deeper cooperation with major business sector actors to help them address security risks and create safer operating environments.

Finally, as we approach DCAF's third decade, it is in the knowledge that the world has radically changed and we must adapt. Working closely with our partners and stakeholders we have started developing our corporate strategy for 2020-2023. Through a wide-ranging consultative process we will create a bespoke roadmap to keep the Centre relevant and impactful as new and unforeseen challenges emerge in the protean global security landscape.

Thomas Guerber  
Director, Ambassador

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# Mission

DCAF is committed to making people more secure through accountable and effective security and justice.

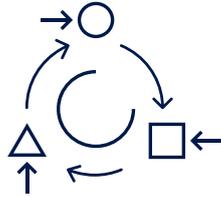
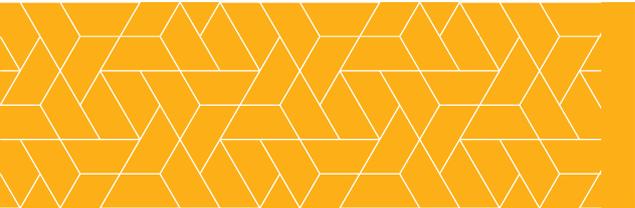
We help to improve the way national security sectors are governed.

We guide the development of sound, sustainable security governance policy.

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



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



**Security Sector Reform** is the process of improving the way security is provided, managed, and overseen. Its goal is good security sector governance.



**Good Security Sector Governance** is the adherence to good governance principles in the way security is provided, managed, and overseen. These include accountability, transparency, participation, responsiveness, and effectiveness.

Good security sector governance (SSG) also means the security sector functions within a framework of democratic civilian control, the rule of law, gender equality, and respect for human rights.

## Actions

**PROVIDING** technical expertise to nationally led SSG/R processes

**CAPACITY BUILDING** for state and non-state actors

**PUBLISHING** unrestricted research and knowledge products

**PROMOTING** internationally recommended good governance practices

**ADVISING** on security sector-related legal and policy questions

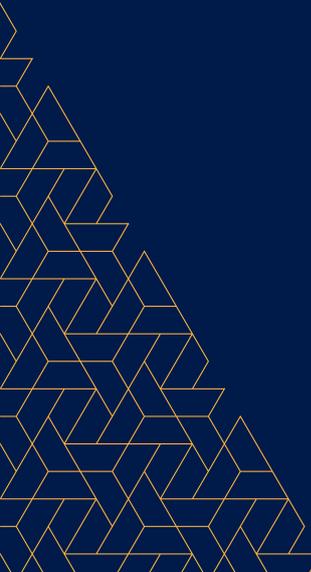
## Values

**IMPARTIALITY:** as a neutral organization, we represent only the principles of good governance

**LOCAL OWNERSHIP:** truly sustainable reforms are led by the people they benefit

**INCLUSIVITY:** every member of society is part of the security landscape

**GENDER EQUALITY:** the security needs of women, men, and gender minorities must be equally and effectively addressed



# DCAF's footprint

This list shows where we were active in 2018, conducting operational and research work, leading projects linked to normative or policy development, and supporting international engagements in a particular place or process.



## Sub-Saharan Africa

1. Burkina Faso
2. Cameroon
3. Chad
4. Central African Republic
5. Democratic Republic of the Congo
6. Ethiopia
7. The Gambia
8. Ghana
9. Guinea
10. Guinea-Bissau
11. Kenya
12. Liberia
13. Madagascar
14. Mali
15. Niger
16. Nigeria
17. Sudan
18. Tanzania
19. Zimbabwe

## Middle East and North Africa

20. Iraq
21. Lebanon
22. Libya
23. Morocco
24. Occupied Palestinian Territories
25. Tunisia

## Southeast Europe

26. Albania
27. Bosnia and Herzegovina
28. Bulgaria
29. Croatia
30. Kosovo\*
31. Moldova
32. Montenegro
33. North Macedonia
34. Romania
35. Serbia
36. Slovenia

## Eastern Europe, Caucasus, Central Asia

37. Armenia
38. Belarus
39. Georgia
40. Kyrgyzstan
41. Tajikistan
42. Ukraine

## Latin America and the Caribbean

43. Belize
44. Colombia
45. Costa Rica
46. El Salvador
47. Guatemala
48. Honduras
49. Mexico
50. Peru
51. Trinidad and Tobago

## Asia-Pacific

52. Bangladesh
53. China
54. India
55. Myanmar
56. Philippines
57. Thailand

## Western Europe

58. Austria
59. Belgium
60. Finland
61. France
62. Germany
63. Ireland
64. Italy
65. The Netherlands
66. Spain
67. Sweden
68. Switzerland
69. United Kingdom

## North America

70. Canada
71. United States

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



### **DCAF offices**

DCAF is based in Geneva and has offices in Bamako, Banjul, Beirut, Brussels, Ljubljana, Ramallah, Skopje, Tegucigalpa, Tripoli, and Tunis.

## EXPERTISE

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



Parliamentary Oversight



Gender and Security



Business and Security

Police and Law Enforcement Reform



Defence Reform and Integrity Building



Justice Sector Reform

Civil Society Oversight of the Security Sector



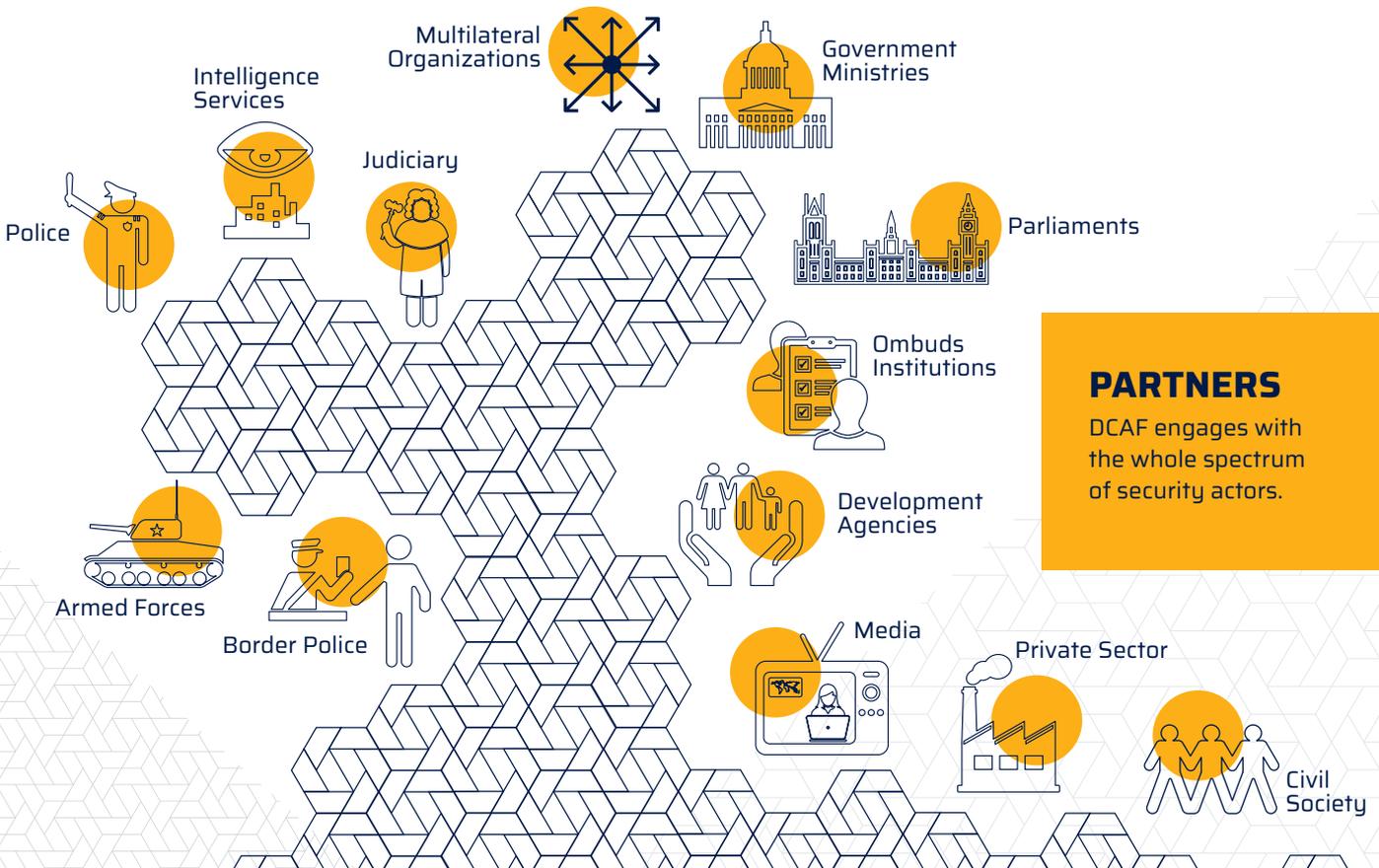
Border Management



Intelligence Management



Independent Oversight Institutions



## PARTNERS

DCAF engages with the whole spectrum of security actors.

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# Supporting National Partners

# Sub-Saharan Africa

Our primary focus in Sub-Saharan Africa is on developing effective systems of security sector governance that are centred on and accountable to the people they serve, by providing strategic advice and capacity building to state and non-state security actors to foster effectiveness and accountability.

## REGIONAL FOCUS

Providing strategic and legal advice to state bodies responsible for security management and oversight in order to foster security sector reforms consistent with democratic principles, respect for human rights, gender equality, and the rule of law.

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

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

## 2018 HIGHLIGHTS

### Supporting Nigerian lawmakers in drafting anti-terrorism legislation

#### Nigeria

In partnership with the Policy and Legal Advocacy Centre (PLAC), we organized a retreat on Nigerian Terrorism Prevention Bills. The event brought together members of the House and Senate Committees on National Security and representatives from the Ministries of Justice, Defence, Office of the National Security Adviser, police, army, Human Rights Commission, and the International Committee of the Red Cross. We presented best practices on essential requirements for drafting national counterterrorism legislation, and national participants agreed upon the draft bills intended to either amend or replace the Terrorism (Prevention) Act 2013.

☰ Funded by: UK Conflict, Stability and Security Fund (CSSF)



## Working with Malians towards effective security sector reforms

### Mali

In partnership with the Malian National SSR Council and its Commissariat (CNRSS), we organized and facilitated a working session to evaluate progress and lessons learned in 2017 and articulate a work plan for 2018. This workshop gathered SSR Commissariat members – along with representatives from national police and armed forces, ministries, and civil society, and representatives of former rebel movements that are signatories to the Algiers peace agreement – to map steps to carry out a preliminary assessment of the defence and security system, as per their mandate.

☰ Funded by: Dutch Ministry of Foreign Affairs

## Developing a unified vision for community policing

### Mali

Under the leadership of the Ministry of Internal Security (MSPC), we organized a workshop for 30 high-ranking members of the Malian police and gendarmerie aimed at harmonizing their respective visions for the implementation of community policing in Mali. The event produced a single unified vision for community policing in the country, common strategic objectives for both forces, as well as a joint operational plan outlining the steps to be implemented. This was a major milestone in bringing these two forces together.

☰ Funded by: Dutch Ministry of Foreign Affairs

## Supporting community policing in Madagascar

### Madagascar

In Madagascar, we carried out awareness-raising and developed training modules on the concept of community policing with the national police and gendarmerie. We held consultations with senior figures from the national police and gendarmerie to assess Madagascar's approach to community policing. This was followed by a two-day workshop for representatives from the police and the gendarmerie to agree on a common definition of community policing.

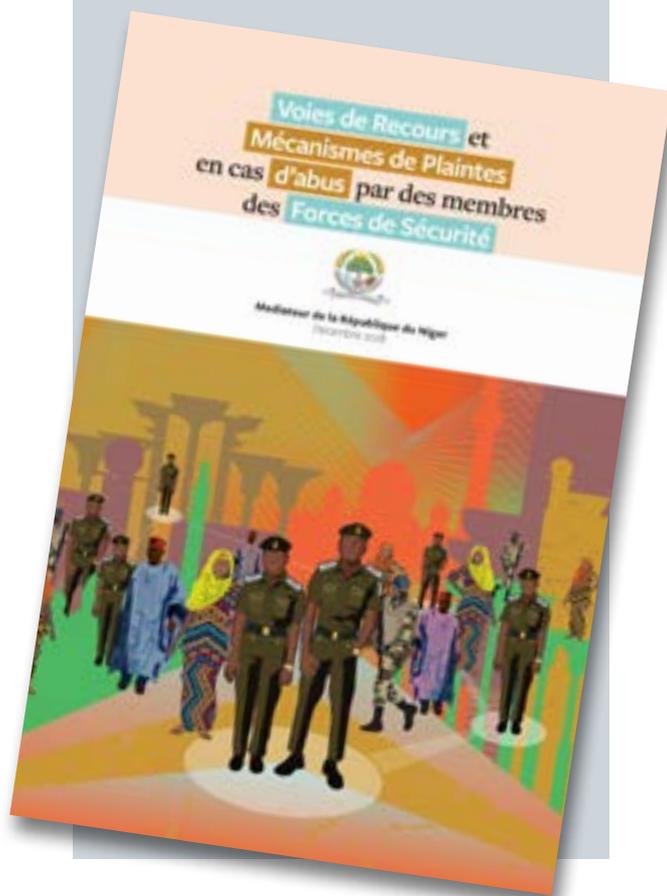
Funded by: UNDP and France (in-kind)

## Supporting efforts to prevent electoral violence in Mali

### Mali

Civilian monitors were deployed across Mali during the presidential elections as part of DCAF's support to WANEP-Mali to prevent electoral violence through an early warning system. Equipped with tablets and telephones, monitors provided data on 48 indicators as part of the response-alert mechanism. A Situation Room in Bamako processed the information in real time - during polling and over the following days - and provided information on the opening and functioning of polls, as well as the security situation. We brought together our partners in civil society and security institutions to foster a collaborative response to insecurity during the election period.

Funded by: Dutch Ministry of Foreign Affairs. The wider early warning project, led by WANEP, is also part of an electoral programme supported by ECOWAS, SIDA, and the AU.



## Mapping misconduct complaints mechanisms in Niger

### Niger

DCAF brought together Nigerien security, justice, and civil society actors to validate the mapping of legal remedies and public complaint mechanisms in case of abuse or misconduct by security sector personnel, with the Nigerien Médiateur de la République Ombuds institution. Participants included the National Commission of Human Rights (CNDH), the High Authority against Corruption and related Offenses (HALCIA), the High Authority for the Consolidation of Peace (HACP), the Defence and Security Commission of the National Assembly, the National Gendarmerie, and the General Inspection of Security Services (IGSS).

Funded by: German Ministry of Foreign Affairs

## Security sector governance master class for media

### Niger

We ran two 'Master Classes' for media workers from the Studio Kalangou network. The goal was to improve media coverage of security issues and stimulate informed debate and constructive analysis on national issues, while addressing the population's security concerns. The classes included sessions by national police representatives, legal experts, peace and security actors, and researchers. The journalists gained skills to enable them to provide information to the population, build a bridge between the population and decision-makers, and to act as a security governance watchdog.

☰ Funded by: German Ministry of Foreign Affairs

## Enhancing integrity in the Nigerien National Police

### Niger

The Nigerien Directorate General of the National Police (DGPN) undertook to integrate DCAF's *Training Manual on Police Integrity* into its training programme, as part of its wider 'Police Citoyenne' project. We supported DGPN by improving understanding, ownership, and easy dissemination of the manual, and by adapting its content to the national context. We also facilitated training for 20 trainers from Niger's eight regions and organized sensitization workshops to present the manual to senior police officers. These sessions strengthened the capacity of police officials to espouse good governance practices in their institutions by promoting integrity as a fundamental value, raising awareness, and encouraging debate around these issues.

☰ Funded by: German Ministry of Foreign Affairs



# Middle East and North Africa

A precondition for lasting stability in the MENA region is capable state institutions that enjoy public legitimacy. We help governments, parliaments, security providers, and civil society in the region develop more effective, efficient, and transparent security institutions that are properly managed and overseen, and fully accountable to the communities they serve.

## REGIONAL FOCUS

Strengthening effective security sector oversight by building the capacity of parliamentarians, and helping to develop robust independent oversight bodies.

Promoting security provision that is responsive to the needs of all citizens, and helping to build trust between communities and their security providers.

Supporting legal and policy reforms in the security and justice sector, to ensure accountability, transparency, and community involvement.



## 2018 HIGHLIGHTS

### Transitional justice shaping security sector reform

#### Tunisia

The main purpose of transitional justice processes is to document past human rights abuses and seek justice for the victims. However, an equally important function is to ensure that such violations cannot happen again. We worked with the Instance Verité et Dignité (IVD) in Tunisia to provide it with a comprehensive study on how similar processes elsewhere have handled the issue of 'guarantees of non-repetition'. DCAF's support enabled the IVD to draw up sound recommendations for the government, focusing on institutional reform of the security agencies and effective oversight mechanisms. The IVD published its final report in December 2018.

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

### Combating torture and mistreatment through better forensic evidence

#### Tunisia

Conviction rates in cases involving torture and mistreatment remain very low in Tunisia, partly because of ineffective use of forensic evidence in court. With our help, a working group of Tunisian judges and forensic doctors is now addressing the issue. In 2018 we launched the result: a new guide on using medical-forensic evidence in alleged cases of torture and mistreatment. The manual was enthusiastically received by the Tunisian authorities, and will contribute in a practical way to increasing the accountability of the country's security institutions. In the next phase, we will focus on training legal and medical experts working on torture prevention.

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

### Preventing corruption in the security sector

#### Morocco

DCAF and the Instance Centrale de Prévention de la Corruption (ICPC) are working to reduce corruption risks in the Moroccan security sector. We have co-created a working group with representatives from key security institutions, and trained its members on a variety of topics. Members are set to apply their new skills to developing anti-corruption measures for their respective institutions. With the appointment of a new President in December, the ICPC has become a state body (Instance Nationale de Probité et de Lutte Contre la Corruption, or INPLCC) meaning that it will be entrusted with broader prerogatives and enjoy greater independence. This will further increase the impact and sustainability of our assistance.

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

### Promoting gender community safety

#### Occupied Palestinian Territories

For nearly a decade DCAF has worked with Palestinian governorates and communities to improve local security and build trust between citizens and their security providers. This work also aims to ensure gender responsiveness, so that local community safety structures and plans are informed by and able to address the specific security needs of women and girls, as well as men and boys.

In 2018 we focused on Hebron, conducting training on gender and community safety together with local partners. These activities also built on our support to the gender focal points of Palestinian security institutions, which has borne guidelines for integrating gender into security provision.

 Funded by: German Ministry of Foreign Affairs

## Improving understanding and dialogue on youth and security

### Tunisia

Tunisia's 2014 constitution emphasizes the role of youth as an active force in building the nation. Yet many young people feel let down by the state, believing its security forces and policies do not respond to their security needs. This makes it difficult to tackle issues such as youth crime and youth radicalization. In 2018 we worked with the Youth Alternative Network (RAJ Tunisie) to map the perceptions and security needs of 2,520 young people from six target municipalities. The key findings were presented to municipal administrations. Since then, the Presidency of the Tunisian Republic has since shown an increased interest in youth and security-related issues, and acknowledged the importance of developing comprehensive national approaches. While many organizations are working with Tunisian youth on preventing violent extremism, we opted for a wide-reaching, rights-based approach, seeking to engage youth in dialogue on the security issues that matter to them.


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

## Building parliamentary capacity for security sector oversight

### Lebanon

In 2018 we launched a new project with the Lebanese parliament to develop its regulatory capacity and strengthen parliamentary oversight of the security sector. Activities included an expert assessment of parliament's regulatory capacity; a mapping of stakeholders involved in the law-making process, existing procedures, and bottlenecks; and recommendations for improvement.

In December, 10 Lebanese Parliamentarians and staffers participated in a study visit in Switzerland, exchanging experiences with Swiss Parliamentarians and the Federal Department of Foreign Affairs, and conducting a two-day workshop to develop a strategy and action plan on security sector legislation and oversight. These strategic documents will be finalized in 2019, and will form the basis of DCAF's support programme to parliament.


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



## Strengthening respect for human rights in detention

### Morocco and Lebanon

We assist partners in a number of countries to strengthen procedures, mechanisms, and processes to enable the authorities to ensure greater respect for human rights in detention centres. This work helps partner states to meet their commitments under the UN Optional Protocol to the Convention Against Torture (OPCAT). In 2018 we delivered training and workshops, and provided advice and guidance to partners in Morocco and Lebanon. In Morocco, DCAF supported prison doctors by building their capacity to detect and document evidence of torture and mistreatment, and ensure access to adequate healthcare for detainees. In Lebanon, we worked with the Internal Security Forces (ISF), which manage the Lebanese prison system, to strengthen its own control mechanisms. With our support, they introduced systems and procedures to enable them to carry out inspection visits to detention facilities more effectively, and properly document risks or suspected human rights violations.

 Funded by: The DCAF Trust Fund for North Africa (TFNA) and German Ministry of Foreign Affairs

## Online security sector observatories – ‘Marsad’

### Egypt, Libya, and Tunisia

Discussing governance and management of the security sector off limits in many parts of the MENA region, while holding security sector actors to account through public critique and debate is crucial for transparency and reform. This is why DCAF runs several online security sector ‘observatories’ in the region to enable such debate. Currently established in Egypt, Libya, and Tunisia, the Marsads gather news and analysis on the performance, management, and governance of the security sector, and provide hard-to-reach information. Users can sign up for daily email updates, which has proven particularly popular in Egypt, where the government restricts access to websites it deems subversive or critical, including Marsad Egypt. The Marsads also enjoy a significant social media reach: in 2018 the number of ‘likes’ for Marsad Libya’s Facebook page equated to nine per cent of the country’s population.

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



# Southeast Europe

Our unique expertise brings us face to face with governments, parliaments, security providers, and civil society organizations in Southeast Europe. We work with these actors to enhance security, stability, rule of law, and respect for human rights while helping the region to move closer to its strategic objective of European integration.

## REGIONAL FOCUS

Improving regional police and border police cooperation on organized crime, terrorism, and irregular migration.

Advancing democratic governance of the intelligence sector and enhancing judicial control of special investigative measures in line with international human rights standards.

Supporting a dynamic and inclusive approach to cyber security governance.

Supporting parliaments to bring greater accountability to the security sector.

## The new Europe and Central Asia Division – encouraging greater collaboration at home and abroad

From 1 January 2019 the Southeast Europe Division and the Eastern Europe, South Caucasus and Central Asia Division merged to form the Europe and Central Asia Division (ECA). DCAF's new largest operational division comprises significant expertise covering the full spectrum of defence and SSG/R issues. The reorganization also enables DCAF to deepen its cooperation with and support to governments, international organizations, and civil society in the whole region.



## 2018 HIGHLIGHTS

### Cybersecurity in the Western Balkans

#### Western Balkans

In July 2018 we launched Enhancing Cybersecurity Governance in the Western Balkans (2018-2021), a three-year project to support key cybersecurity personnel in the Western Balkans. The goal is to increase their expertise and enable them to work better with other actors at home and in neighbouring countries. The project started by training national and governmental Computer Emergency Response Teams (CERTs) on how to best handle cyber incidents. We also enabled national-level discussions among key stakeholders, including at a round table in Serbia, where representatives of government, the private sector, and academia developed concrete models for public-private cooperation in national cyber-security policy discussions.


 Funded by: UK Foreign and Commonwealth Office's Cyber Security Programme, DCAF core funding

### Police cooperation in the Western Balkans

#### Western Balkans

In 2018 we advanced an established DCAF programme to enhance the professionalism of police working on and across Western Balkan borders, since cross-border police cooperation is crucial to fight organized, transnational crime. The Contracting Parties to the Police Cooperation Convention (PCC) for Southeast Europe successfully concluded the official negotiations of a new regional treaty for the automated exchange of DNA, finger-print, and vehicle registration data. The negotiations were supported by the PCC Convention Secretariat, which is hosted and staffed by DCAF.

In 2018 we trained more than 100 border police officers from the Western Balkans to boost their capacity to conduct targeted joint operational measures - planning, preparation, and execution - to respond to existing security threats according to international standards.

We also continued to service the Integrative Internal Security Governance (IISG), which supports a multi-stakeholder process to enhance the governance of the security sector and to support nationally led, locally owned reforms in the beneficiary states. Interior ministers of the beneficiaries, EU member states and entities, international, regional, and other IISG partner donors endorsed the Western Balkan Border Security initiative (WBBSi) Integrated Plan of Action 2018-2020, the Western Balkan Counter-Terrorism initiative (WBCTi) Integrated Plan of Action 2018-2020, and the WBCTi Integrative Plan of Action (iPA) 2018-2020 at the 2nd IISG Board Meeting, Brdo po Kranju, in March 2018.


 Funded by: EU IPA II 2017 funds administered by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, DCAF core funding



## Intelligence reform in North Macedonia

### North Macedonia

In 2018 we started a multi-track project on developing oversight and accountability in intelligence reform in North Macedonia. This enables Members of Parliament and their staff to increase their awareness of how the national intelligence agencies work and to better oversee them. Judges are equally important because they sign off on intelligence services wiretapping requests. The project has established a working group where judges and other legal experts develop a customized 'Judicial Benchbook', which will provide judges with guidance on the authorization and review of intrusive methods.

Funded by: UK's Conflict, Stability and Security Fund (FCO); Swiss Federal Department of Foreign Affairs (FDFA), through the Swiss Agency for Development Cooperation (SDC); Dutch Ministry of Foreign Affairs, through the Stabilization and Humanitarian Aid Department, Humanitarian Aid Group; Swedish International Development Cooperation Agency (SIDA); DCAF core funding

## Enhancing border police cooperation in the Western Balkans

### Western Balkans

As part of its Border Security Programme, DCAF continued to educate and train border police and facilitate operational cooperation in the region. The activities strengthened mutual trust among border police officers, and enabled them to share experiences and address identified gaps in policy and practice. The programme also seeks to enhance EU and Schengen integration for Western Balkan countries. In 2018 officers participated in four joint operations to detect and address various forms of cross-border criminality, with a focus on tackling organized crime related to irregular migration flows. Based on a regional risk analysis developed with DCAF's support, the operations allowed participating countries to identify concrete policy and operational gaps, as well as lessons learned and future commitments.

Funded by: EU IPA II 2017 funds administered by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, DCAF core funding



## Supporting police integrity through advice and training of trainers

### Western Balkans

Through our Police Integrity Building Programme (PIBP) for Southeast Europe, we work in close cooperation with countries that request our assistance. We conduct assessments; provide strategic guidance to local officials in police integrity plan development, dissemination, and implementation; assist the development of action plans; deliver police leadership training; and strengthen in-service police integrity training capacities. In 2018, we provided Macedonian police managers with practical guidance on developing an integrity plan, and trained officers of the Moldovan Ministry of Interior to deliver police integrity training based on PIBP principles and methodology.

☰ Funded by: DCAF core funding

## Working with judges to better control special investigative measures

### Bosnia and Herzegovina

In 2018 we began a new project in Bosnia and Herzegovina to develop knowledge products and training opportunities to enable members of the judiciary to make better informed judgments on the use of special investigative measures (SIM). Police and security services must obtain judicial warrants before using SIM, which are used to fight serious crime and terrorism, and to address national security threats. Under this project, we will assist practitioners to develop a benchbook which will guide prosecutors and judges in the request, authorization, and supervision of the use of SIM. The project will also support the development of local training capacity on this project.

☰ Funded by: Ministry of Foreign Affairs of the Kingdom of Norway, DCAF core funding



# Eastern Europe, South Caucasus, Central Asia

Our programming in Eastern Europe, South Caucasus, and Central Asia focuses on parliamentary oversight and intelligence reform in Armenia, Georgia, Kyrgyzstan, Tajikistan and Ukraine. We also continue to foster our long-standing cooperation with NATO and the OSCE across the region.

## REGIONAL FOCUS

Improving the oversight capacities of democratic institutions.

Promoting best practices in resource management and anti-corruption.

Supporting joined-up multi-stakeholder approaches to security sector oversight.



## 2018 HIGHLIGHTS

### Developing parliamentary oversight legislation for Ukrainian state security

#### Ukraine

Throughout 2018 we engaged with Ukraine's parliament, the Verkhovna Rada, its State Security Service, national stakeholders, and international actors, including the NATO Representation to Ukraine, OSCE Project Coordinator's Office, and the EU Assistance Mission on multiple legislative intelligence oversight issues. Workshops in April, May, and September focused first on the need to reintroduce intelligence oversight provisions in the draft Law on National Security, then on amending secondary legislation after the law's adoption in June.


 Funded by: General Secretariat, Security Policy (SIPOL), Ministry of Defence of Switzerland, Royal Norwegian Ministry of Foreign Affairs

### Working with NATO PA on security sector scrutiny

#### Georgia & North Macedonia

We continued to support the NATO Parliamentary Assembly with its regional Rose Roth seminars in Georgia and North Macedonia, and the NATO Orientation Programme for new parliamentarians. Additionally, in association with DCAF, the European Parliament and the NATO Parliamentary Assembly co-organized a conference called 'Countering New Threats Together: A New Era of EU-NATO Cooperation', which sought to facilitate a common understanding of security threats, challenges, and priorities.

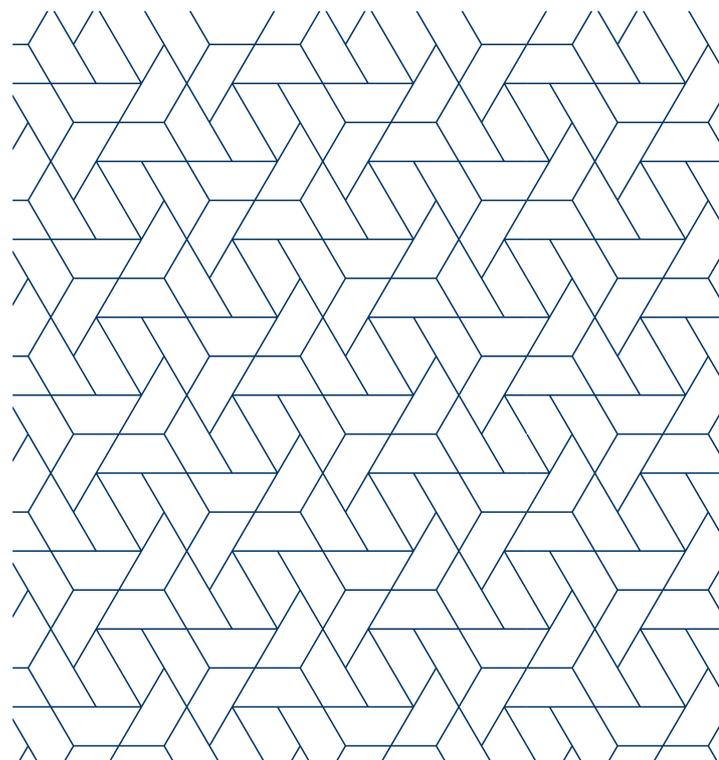

 Funded by: General Secretariat, Security Policy (SIPOL), Ministry of Defence of Switzerland

### Promoting the importance of parliamentary oversight of security in Georgia

#### Georgia

We ran a workshop on oversight of the defence and security sphere in cooperation with the NATO Liaison Office in Georgia and the Chairman of the Defence and Security Committee of the Parliament of Georgia. Our focus was on procedural rules for parliamentary hearings and inquiries in order to assess the Committee's readiness to engage in detailed parliamentary reforms related to committee work, as per provisions of the new Georgian constitution.


 Funded by: General Secretariat, Security Policy (SIPOL), Ministry of Defence of Switzerland



# Asia-Pacific

In the Asia-Pacific region, we work predominantly to support national and international SSG/R projects to improve accountability and integrity in policing and the armed forces, and to strengthen the capacity of oversight institutions, such as parliaments and civil society. One of our broader objectives is to establish national, sub-regional, and regional networks of SSG/R actors across the region.

## REGIONAL FOCUS

Establishing national, sub-regional, and regional networks of SSG/R actors in South, Southeast, and East Asia. Convening multi-stakeholder forums at each level.

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

Assisting reforms of security institutions, in particular the armed forces and police, with special focus on accountability.



## 2018 HIGHLIGHTS

### Training Myanmar's parliamentarians on their SSG/R oversight role

#### Myanmar

In 2018, we held three introductory workshops on the role of parliament in SSG/R for 100 parliamentarians and parliamentary staff. We sought to highlight the links between SSG/R; disarmament, demobilization, and reintegration (DDR); and peace processes, and to examine the tasks of parliamentary committees focused on the security sector. This work will continue until 2021 with follow-up training and skills development seminars for members of parliament and parliamentary staff. The programme is part of the EU-funded 'Support to the Reform of the Myanmar Police Force' project (MYPOL).

☰ Funded by: EU MYPOL project

### Working with CSOs and parliamentary election candidates

#### Thailand

We held a workshop titled 'The Roles of Parliaments in Good Governance and Reform: International Experiences' with the Thailand office of the Friedrich-Ebert Foundation (FES). The seminar sought to build SSG capacities among would-be MPs and civil society organizations (CSOs) ahead of Thailand's first democratic elections since the 2014 military coup. Participants included cross-party candidates for the 2019 parliamentary elections, including former MPs and two former cabinet members, as well as representatives from several influential Thai CSOs and research institutions.

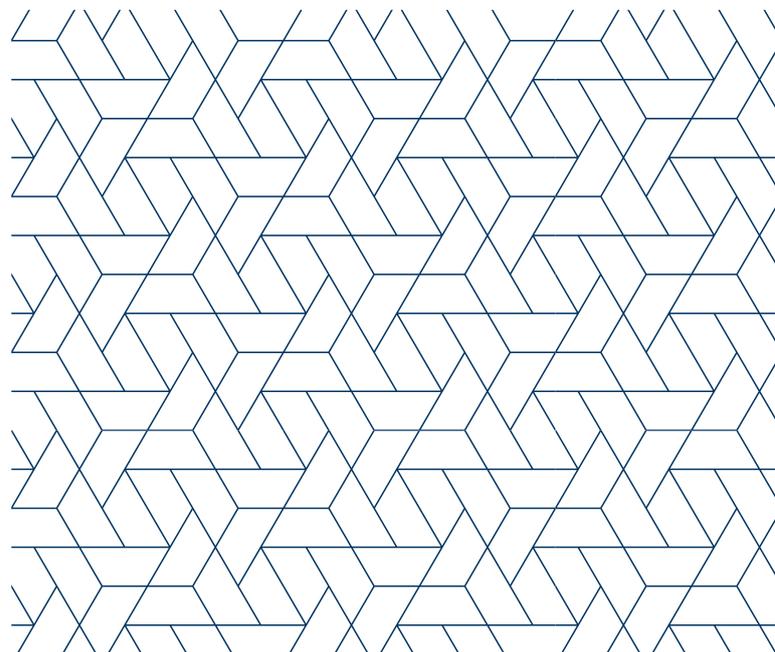
☰ Funded by: Friedrich Ebert Stiftung (FES) in Bangkok

### SSG/R and prevention of violent extremism

#### Philippines

Our long-standing collaboration with the National Defense College of the Philippines (NDCP) advanced in 2018 with a focus on SSG/R and the prevention of violent extremism (PVE). The workshop was attended by around 70 national security sector representatives, CSO representatives, and academics, who examined the security sector's current approach to PVE and to governing security institutions' PVE and CVE (countering violent extremism) approaches. Together with the Philippine Public Safety College (PPSC), we also co-organized the fourth edition of the PPSC-DCAF seminar series on police governance. This year, we gave two seminars titled 'P/CVE: The Role of SSR, Police Reform and Regional Experiences' for senior executive leadership courses at the Philippines National Police Academy (PNPA). Each was attended by over 50 senior police officers of the Philippine National Police.

☰ Funded by: Friedrich Ebert Stiftung (FES) in Manila



## Engagements with security sector protagonists in Myanmar

### Switzerland and Myanmar

In April, 26 young professionals from Myanmar’s government ministries, parliament, political parties, and civil society organizations came to Geneva for tailored international relations and human security training. It was the sixth such course we have co-organized with the Geneva Centre for Security Policy (GCSP). In September, DCAF and the German development institution GIZ met with local media outlets and civil society organizations in Yangon. Under the lens were Myanmar’s political situation, police reform, and parliamentary oversight, and potential future collaboration to improve police accountability within the EU MYPOL project. In November, DCAF and the Friedrich-Ebert Stiftung (FES) jointly provided a series of seminars on SSG/R, DDR, and peace processes for Yangon-based civil society actors, including the Peace Leadership and Research Institute (PLRI); Thabyay Foundation; Myanmar Institute of Strategic and International Studies (MISIS); and Yangon University’s International Relations Department.

Funded by: Swiss Federal Department of Foreign Affairs (FDFA), EU MYPOL project, Friedrich Ebert Stiftung (FES) in Yangon

## Chinese-Swiss dialogue on prevention

### China

DCAF participated in the third ‘Chinese-Swiss Dialogue on Prevention’ at the Charhar Institute in Beijing. Through a series of seminars, organized by Quaker United Nations Office (QUNO)/American Friends Service Committee (AFSC) over two years, five scholarly institutions each from China and Switzerland seek to deepen their understanding of prevention to avert the emergence of or relapse into violent conflict. Our message throughout this work is that investment in good SSG and SSR efforts can help forestall violent conflict, including as part of China’s Belt and Road Initiative. The partners presented and discussed specially prepared papers and received feedback from Beijing-based scholars. A joint publication is to be launched at the fourth dialogue, which will take place in 2019 in Switzerland.

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



# Latin America and the Caribbean

In 2018 our work in Latin America and the Caribbean continued to support police reform processes in the region and to contribute to an inclusive peace process. We also assist parliaments in overseeing the security sector and are reinforcing our multilateral partnerships in the region.

## REGIONAL FOCUS

Supporting police reform processes at national level.

Contributing to an inclusive peace process.

Working for stronger parliamentary oversight of the security sector.

Strengthening multilateral partnerships in the region.



## HIGHLIGHTS FROM 2018

### Supporting reforms in the Honduran National Police

#### Honduras

In September 2018 we opened a new project office in Tegucigalpa as part of our multi-year Honduras Police Advisory Programme, funded by the Swiss Government. This programme supports the Honduran Ministry of Security and the National Police, in collaboration with the security and justice system, to increase their institutional integrity and effectiveness within a framework of human rights and meritocracy. This support, at a national and institutional level, is part of the Swiss Agency for Development and Cooperation's Citizen Security programme in Honduras.

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

### Contributing to an inclusive peace process in Colombia

#### Colombia

In 2018 the Government of Norway supported DCAF and Colombian NGO Corporación de investigación y acción social y económica (CIASE) to develop a series of recommendations to the Colombian state, police, and the international community to improve the provision of security to women living in rural areas formerly under the control of FARC guerrillas. The recommendations, which have now been integrated into the police training curriculum, were the culmination of an inclusive consultation process with women in five affected municipalities – reaching women of all ages; indigenous women and afrodescendants; victims of violence and former guerrilla fighters. As the project enters its second phase, we are expanding its scope to new municipalities and facilitating the creation of dialogue mechanisms between women's groups and security and justice providers at the local level, to enhance women's access to security and justice.

☰ Funded by: Royal Norwegian Ministry of Foreign Affairs

### Working for stronger legislative oversight of Colombia's security sector

#### Colombia

Together with the Friedrich Ebert Stiftung in Colombia, the Swedish Embassy in Colombia, and the Folke Bernadotte Academy, we organized a forum with the Colombian Congress on legislative experiences in security sector governance. The event enabled members of the Colombian Congress and lawmakers from Sweden, Germany, and the Philippines to share good practices and lessons learned on the role of parliaments in overseeing the security sector.

☰ Funded by: Folke Bernadotte Academy (FBA), Friedrich Ebert Stiftung in Colombia (FESCOL), DCAF core funding

### Strengthening multilateral partnerships in Latin America

#### Switzerland and United States

DCAF and the Organization of American States (OAS) signed a Memorandum of Understanding in October over the establishment of a regulatory framework for cooperation between the two parties on police reform and management; criminal justice reform; gender equality; security policies; private security regulation; violence and crime prevention; and penal systems in the Americas. The OAS is a leading multilateral organization that works to promote continental peace and security, strengthen regional democracy, and prevent intra-regional disputes while promoting economic, social, and cultural development.

☰ Funded by: DCAF core funding

**DCAF** Geneva Centre  
for Security Sector  
Governance

# Assisting International Actors

# Bilateral partners

## 10-year evaluation of ISSAT

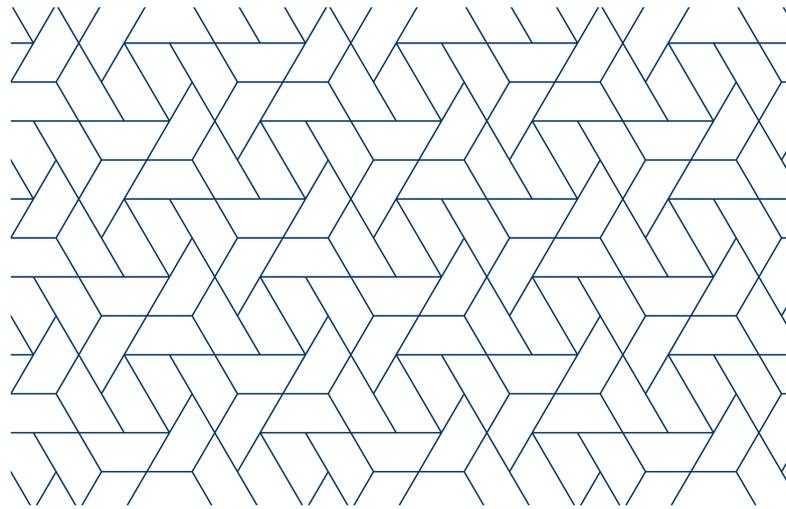
In 2018 DCAF's International Security Sector Advisory Team (ISSAT) launched an externally-led 10-year evaluation. In the 10 years since ISSAT's creation there have been significant changes in the geopolitical security setting, international approaches to SSR, and in the methods and means by which we support the international community. In line with our credentials as a learning organization, the evaluation's prime objective is to help ISSAT, its Governing Board, and DCAF's leadership understand what ISSAT has achieved in a decade, what lessons can be drawn from the experience, and potential improvements to be made.

Funded by: Denmark, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, and Switzerland, with in-kind contributions from the United Kingdom

## Human resource assessment of the Gambian security sector

Last year DCAF embarked on a comprehensive human resource assessment of the Gambian security sector to assist a government-led vision of 'rightsizing' it, drawing on elements of the 'Socle de Référence' methodology developed by DCAF. The assessment will continue in 2019. This assessment comes at a key moment for the Gambia: the government recently completed an initial Security Sector Assessment with support from UNDP and DCAF (via a Swiss-EU mandate); the World Bank has concluded its security sector public expenditure review (2018); and with our support the international community is collaborating to support the formulation of The Gambian National Security Policy. Once finalized, the policy will provide guidance for the country's SSR process. The human resource assessment builds on these foundational documents to provide insight into the efficiency, accountability, and capability of the institutions.

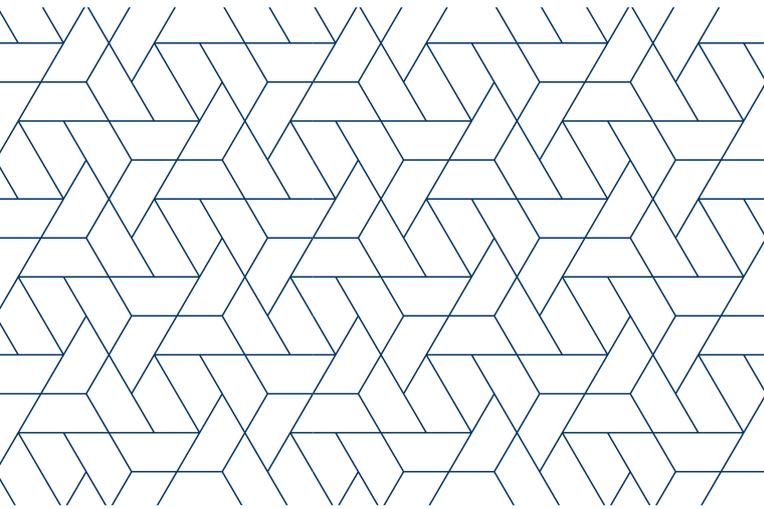
Funded by: EU



## SSR and violent extremism nexus

We contribute to reinforcing the capacities of ISSAT's members by helping to ensure they are appraised and engaged in emerging SSR challenges. Adapting to the increase in violent extremism (VE) over the last decade, in 2018 we developed a specialized training course on SSR and VE. The course aims to explore the nexus between SSR and VE from a conceptual, policy, and operational perspective in a way that increases the effectiveness of international support in accordance with good practice principles of engagement. Several courses are due to run in 2019.

Funded by: Denmark, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland



## Evaluating Sweden's engagement with Liberian police

The Swedish National Police (SNP) requested DCAF's support to conduct a mid-term evaluation for its bilateral Police Cooperation project in Liberia (2016-2019), building on Swedish-Liberian police collaboration with DCAF dating from 2009. The mandate seeks to provide constructive recommendations for future Swedish SSR-related programming in Liberia, in particular with respect to improving the quality of Liberian National Police crime investigations skills for combating sexual and gender-based violence.

☰ Funded by: Sweden

## 'Advisory hub' for more effective SSR advising capabilities

In partnership with Interpeace, we have been developing an 'Effective Advising' course, building on recommendations from lesson learning reviews and feedback from DCAF's advanced training courses, where evidence points towards the effect of human capacities, including soft skills, on SSR programming. As a result, DCAF aims to combine its operational advisory expertise, international good practice repertoire, and current training methodologies in a one-stop hub. The service will provide users with a valuable and comprehensive resource centre, which practitioners can access in support of their field-based SSR programming.

☰ Funded by: Denmark, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland

## Strategic review of advanced training courses

The current global debate on the need for prevention, the Sustainable Development Goals, and emerging reform processes in Burkina Faso, the Gambia, Madagascar, and elsewhere have highlighted the need to look beyond traditional SSR approaches. In 2018 we embarked upon a wide review process of our advanced course for SSR practitioners' capacity development. The review looked beyond the classic sectoral approach of training towards a new model that would provide the right skills for the international community. The new course will provide foundational knowledge on SSG/R and the problem-solving skills necessary to successfully navigate the contemporary complexities of security, development, and stabilization.

☰ Funded by: Denmark, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland



# International Security Sector Advisory Team

Through our International Security Sector Advisory Team (ISSAT) we provide practical support at a strategic and operational level to the international community's efforts to support nationally owned security and justice development processes. We do this by working with a group of member states and multilateral organizations (ISSAT's Governing Board Members) - at DCAF headquarters, in national capitals, and in the field - to identify, develop, and promote good practices and principles based on operational experience and lessons identified on how to best support national processes. ISSAT helps its members to build their capacity to integrate these practices and principles into their strategies and approaches. Many of the areas in which it engages are driven by its Governing Board.

In 2018 we expanded ISSAT's range of services and strengthened support to many partners, particularly to the World Bank, the African Union, France, and Germany. This involved drawing on all of our services - including advisory field support; professional development and training; outreach and knowledge; and strategic support. This is underpinned by efforts to improve gender equality in all support provided.

Future ISSAT priorities include:

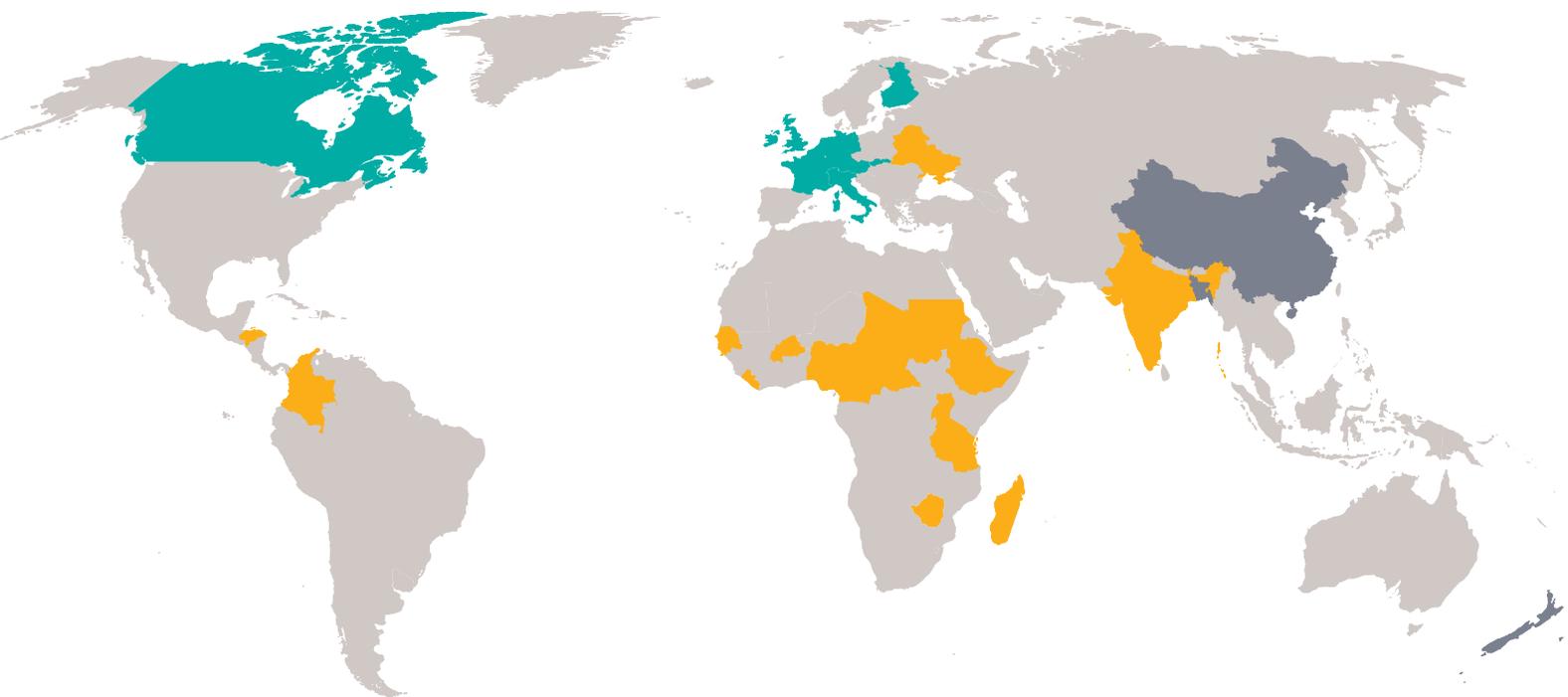
Continuing to ensure ISSAT's members have access to capacity support and expertise across all ISSAT services to reinforce their support to national SSR processes;

Supporting SSR frameworks for monitoring and evaluation;

Developing a series of 'What Works' Guidance Notes, with an initial focus on political engagement in supporting security and justice development;

Contributing to its members' SSR and prevention portfolios; and

Facilitating greater coordination for support to national SSR processes.



**Indirect support to field processes:**

- Belarus
- Burkina Faso
- Cameroon
- Central African Republic
- Chad
- Colombia
- Ethiopia
- The Gambia
- Guinea Bissau
- Honduras
- India
- Liberia
- Madagascar
- Sudan
- Tanzania
- Uganda
- Ukraine
- Zimbabwe



**Direct support to Governing Board members:**

- Austria
- Belgium
- Canada
- Finland
- France
- Germany
- Ireland
- The Netherlands
- Slovakia
- United Kingdom
  
- African Union
- European Union
- United Nations
- World Bank



**Support to professional development and training for peace operations:**

- Bangladesh
- China
- India
- New Zealand

# Multilateral partners

Security and justice reforms are often carried out with extensive support from international actors, either through bilateral donor assistance or in the framework of cooperation with multilateral organizations. Helping bilateral and multilateral actors become better international partners in supporting SSR is a core dimension of DCAF's work.

## 2018 HIGHLIGHTS

### United Nations



#### Strengthening UN work on sustaining peace

In February we hosted a meeting in Geneva on 'The United Nations Approach to Sustaining Peace: Insights for the High-Level Meeting on Peacebuilding and Sustaining Peace' of the General Assembly, under the auspices of the Geneva Peacebuilding Platform.

The President of the UN General Assembly, H.E. Miroslav Lajčák, took part in the meeting, which focused on operationalizing sustaining peace through a prevention lens, ensuring an integrated approach, and strengthening partnerships. Senior Geneva-based peacebuilding professionals from NGOs, UN agencies, and international organizations discussed how to strengthen the UN's work on sustaining peace, to provide input for the High-Level Meeting on Peacebuilding and Sustaining Peace, on 24-25 April 2018 in New York, during the 72nd session of the General Assembly. Key recommendations included the need to improve understanding of the root drivers of violent conflict and to enhance methods to identify early warning signals - including building the capacity of civil society and the private sector to highlight public concerns.

#### DCAF at the centre of high-level UN talks

We also supported the organization of a 'High-Level Roundtable on Security Sector Reform and Sustaining Peace' on 23 April, at the UN's New York headquarters. The event was co-hosted by Slovakia and South Africa on behalf of the UN Group of Friends of SSR on the eve of the High-Level Meeting of the General Assembly on Peacebuilding and Sustaining Peace. Two panels brought together high-level representatives of states and multilateral organizations to discuss lessons from nationally owned SSR experiences, and the need for strengthening partnerships and adequate funding for SSR.

DCAF also attended the UN General Assembly 'High-Level Meeting on Peacebuilding and Sustaining Peace' on 24-25 April, which examined ways to strengthen the UN's efforts in sustaining peace.

- ▬ Funded by: Slovakia, Switzerland, DCAF core funding
- ▬ Partners: In addition to the above donors, President of the 72nd UNGA, UNDP, UN DPKO, and other members of the UN Inter-Agency SSR Task Force

## UNDP rule of law programme evaluations in CAR and Colombia

We continued to support the UN Development Programme (UNDP) in improving its monitoring and evaluation capabilities for its Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development. We conducted evaluations of UNDP's Global Programme work in Central African Republic (UNDP-MINUSCA joint project in support of the Special Criminal Court) and its Colombia Country Programme. Through these evaluations, DCAF aims to help UNDP build an evidence base for the range of interventions conducted under the Global Programme, allow in-country progress tracking, and help identify good practices from specific implementations.

☰ Funded by: Denmark, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, United Nations

## European Union



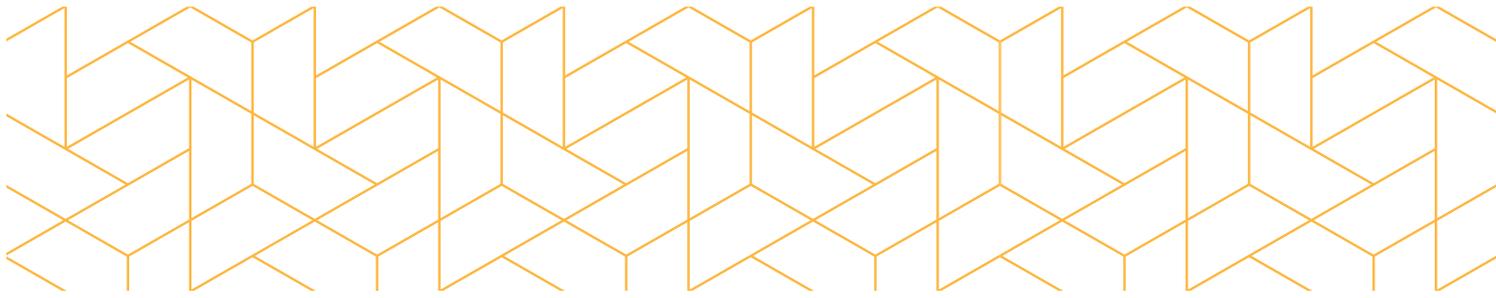
### Selecting the right people and providing SSR training

Under an Irish government mandate, DCAF has been analysing international processes for personnel selection and deployment on programmes or missions to support SSR. We completed a mapping of EU member states' civilian Common Security and Defence Policy (CSDP) secondment systems. This mandate has highlighted the good practices and challenges of personnel selection, including the creation of an enabling environment for deployment, career management, and optimization of international deployments. The mandate's findings also fed into EU discussions about a new Compact on strengthening civilian CSDP. This wider understanding of developing capacity for missions is also reflected in a 'theory of change' approach to enhance Peacekeeping Training Centers' programmes through the integration of SSR material and approaches developed by DCAF in 2018.

### EU analysis of security and justice sectors in the Sahel

In 2018 we concluded three cross-sectoral assessments in Niger, Burkina Faso, and Chad, and a regional assessment - all of which were mandated by the European Commission - to provide the EU with a strategic overview of the priorities for reform in these countries. This was a lengthy participatory process, which also included local perception studies, drawing on partnerships with EU member states, European-based organizations, and regional experts. The results of DCAF's assessments will inform future decision making for the EU Emergency Trust Fund for Africa, as well as other EU instruments and EU Member States' engagements in the region. The 'Socle de Référence' - one of the key project outputs - allows DCAF, the EU, its member states, and other actors to undertake in-depth country assessments.

☰ Funded by: EU



## Implementing the EU Security Sector Governance (SSG) Facility

In January 2018, a DCAF-led consortium was awarded the three-year implementation of the EU Security Sector Governance (SSG) Facility. The project provides a unique service to all EU actors and instruments – including political and diplomatic actors; external action instruments; crisis response; and Common Security and Defence Policy (CSDP) civilian and military actors – by providing responsible, flexible, and effective expertise to tackle priority security sector reform needs and provide on-request support to national processes. The Facility enhances coherence in the way the EU supports SSR, through the development of lessons, tools, mechanisms, and methodologies that can be shared among EU actors and instruments. It also ensures enduring change by building awareness and capacity around the use of the EU SSR Strategic Framework in support of national processes. In the consortium with DCAF are the Folke Bernadotte Academy (FBA), Justice Coopération Internationale (JCI), the African Security Sector Network (ASSN), and Clingendael.

## African Union



### The African Union and Madagascar's SSR process

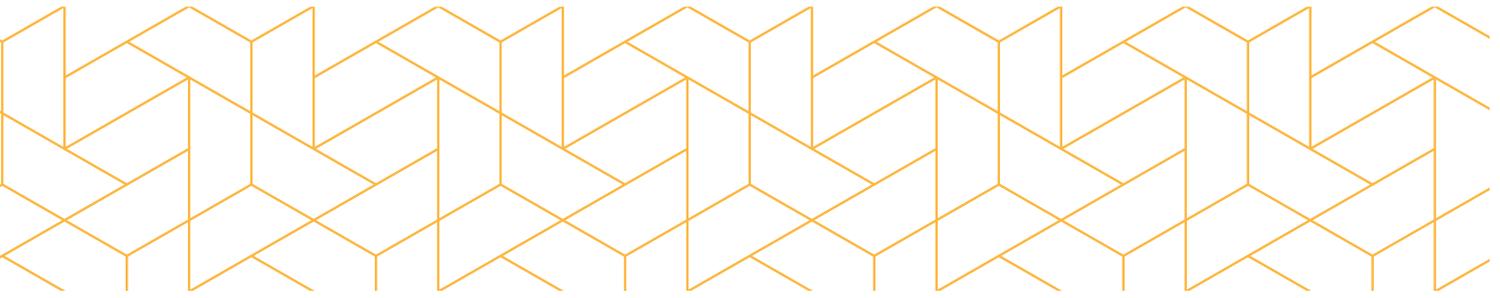
We continued to support the African Union in its efforts to accompany Madagascar's SSR process throughout 2018. Supporting the AU's commitment to influence a structural change in the nature of conflict in Africa, DCAF continued to provide strategic advice and backstopping support to the AU Defence and Security Division's SSR Unit, the African Union Liaison Office (AULO), and their Ambassador in Antananarivo in their collective efforts to assist the Malagasy government to finalize a national SSR plan.

☰ Funded by: Denmark, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland

### Second Africa Forum on SSR

Following the first SSR outreach event at a continental level, the Africa SSR Forum in 2014, the African Union Commission organized the second Africa SSR Forum, in October 2018. The forum took stock of SSR developments in Africa and sought to map a way forward for AU member states, Regional Economic Commissions (REC) and regional mechanisms, African stakeholders, and international partners. We provided backstopping support during the development process, and presented on the panel on public expenditure reviews for SSR. In addition, DCAF moderated panels on national security policies and private military and security companies (PMSCs).

☰ Funded by: Denmark, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland



## OSCE



### Building on OSCE's SSG/R Guidelines

In 2018 our ongoing support to the OSCE included leading a workshop for SSG/R focal points of the OSCE, as part of DCAF's annual review the OSCE SSG/R Guidelines. The workshop presented the results of the second review of the implementation of the OSCE Guidelines on SSG/R, and identified potential improvements. Building on the review's important findings, we were asked to support the OSCE in the development of its first ever Secretary General's Report on SSG/R.

In addition, we co-hosted the annual OSCE Focus conference, which was this year titled 'The OSCE at a Crossroads: Recognizing and Seizing Opportunities'. The event was attended by more than 40 high-ranking representatives from OSCE executive structures, participating states, and distinguished experts from the think tank community. The retreat was an opportunity to increase the organization's strategic focus, and participants scrutinized geopolitical trends, institutional reforms, and thematic priorities for the year ahead.

- ▮ Funded by: Austria, Slovakia, Switzerland, DCAF core funding
- ▮ Partners: In addition to the above donors, OSCE, Center for Security Studies of ETH Zurich, Italy

## World Bank



### DCAF at the heart of the Fragility Forum 2018

DCAF was instrumental in the 2018 Fragility Forum, the World Bank's flagship event for policy makers and practitioners from humanitarian, development, peace, and security communities. We set up and ran two panels on 'Prevention Through Security Sector Reform and Managing Risks and Preventing Violence in Urban Areas'; and DCAF, UN, and World Bank speakers - as well as experts from Colombia, the Philippines and South Africa - addressed sessions on conflict prevention, stabilization, security, and the extractive industries. The World Bank used the occasion to launch the joint World Bank/United Nations breakthrough report 'Pathways For Peace: Inclusive Approaches to Preventing Violent Conflict', to which DCAF made a key contribution.

- ▮ Funded by: Switzerland, DCAF core funding (DCAF's participation was funded by Denmark, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, and Switzerland).
- ▮ Partners: UN SSRU/DPKO, World Bank

**OECD**

## Contributing to OECD's 'States of Fragility 2018' report

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DCAF contributed on the topic of 'Reforming the security sector in a time of rising global insecurity' to the OECD's latest edition of the annual 'States of Fragility' report. Our input summarizes what new security issues in the current global environment mean for comprehensive and multidimensional responses to fragility.

- Funded by: DCAF core funding
  - Partners: Geneva Peacebuilding Platform, OECD, Swiss Agency for Development and Cooperation (SDC)
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## Multilateral cooperation

### Enhancing multilateral support for SSR (UN, AU, EU, OSCE)

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We published a report on the findings of a multi-year research project on the approaches of the UN, AU, EU, and OSCE to supporting nationally led SSR processes. The study develops an empirically based analysis of the roles and potential comparative advantages of these organizations in SSR support, as well as avenues for enhanced cooperation. For this purpose, the study examines three categories related to the role of multilateral organizations in SSR support: normative frameworks, institutional capacities, and operational practices. In March the preliminary recommendations of the study were discussed among the four organizations. They identified ten recommendations to prioritize in the short term. In December, the study was formally launched at a meeting of the UN Group of Friends of SSR in New York.

- Funded by: Switzerland
  - Partners: UN DPKO's SSR Unit, AU, EU, OSCE
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**DCAF** Geneva Centre  
for Security Sector  
Governance

# Contributing to International Policy Development

# International frameworks shaping SSG/R

## 2018 HIGHLIGHTS

### Sustaining Peace Agenda

In 2018 we contributed to the United Nations' new Sustaining Peace Agenda, whose goal is a more holistic and coordinated approach to peace. Throughout the year, we participated in a variety of high-level policy events contributing to this new discourse. For example, we hosted a meeting on 'The United Nations Approach to Sustaining Peace: Insights for the High-Level Meeting on Peacebuilding and Sustaining Peace of the General Assembly in February', with the participation of the President of the UN General Assembly and under the auspices of the Geneva Peacebuilding Platform.

In March we took part in the Fragility Forum, the World Bank's flagship event for policy makers and practitioners from humanitarian, development, peace, and security communities. In April, we supported the organization of the UN High-Level Roundtable on Security Sector Reform and Sustaining Peace. Two panels brought together high-level representatives of states and multi-lateral organizations to discuss lessons from national SSR experiences and the need to strengthen partnerships and ensure adequate funding for SSR. In May, we hosted a session on SSR and the Prevention Agenda at the 2018 Stockholm Forum on Peace and Development, providing insight into SSR and the Prevention Agenda in Latin America, Sub-Saharan Africa, and Southeast Asia. *(For further details on DCAF's work with multilateral partners, see the 'Assisting International Actors' section).*

In addition, we published original research and conference reports (available at [www.dcaf.ch/resources](http://www.dcaf.ch/resources)), including:

The UN Approach to Sustaining Peace: Insights for the High-Level Meeting on Peacebuilding and Sustaining Peace of the General Assembly on 24-25 April 2018, Summary Report

List of proceedings, High Level Roundtable, Security Sector Reform and Sustaining Peace, New York (23 April 2018), hosted by the UN Group of Friends of SSR

DCAF think piece series:

- SSR and prevention
- SSR and prevention in Latin America and the Caribbean
- SSR and prevention in Southeast Asia
- SSR and prevention in Sub-Saharan Africa

 Funded by: Slovakia, Switzerland, DCAF core funding  
 Partners: In addition to the above donors, President of the 72nd UNGA, ACCORD, World Bank, SIPRI, OSCE, UNDP, UN DPKO



## 2030 Agenda for Sustainable Development

### United Nations Headquarters, New York

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The 2030 Agenda for Sustainable Development is a cornerstone of our work, and DCAF focuses on how SSR supports efforts to meet certain Sustainable Development Goals (SDGs). The 2030 Agenda, especially SDG16 on peace, justice and strong institutions, recognizes security as a precondition for sustainable development. And the 24 targets of other SDGs linked to peaceful, just and inclusive societies (known as SDG16+) evince the links between SDG16 and its counterparts. What is more, SDG16's inclusion of good governance principles reflects SSG/R's contribution to peace and security, putting DCAF and the SSG/R agenda at the spearhead of achieving SDG16.

While SDG16 is central to DCAF's work, SDGs 11 and 5 also provide entry points for our engagement with the 2030 Agenda. SDG5 on gender equality covers a cross-cutting issue that is essential to the higher aims of the Agenda. On the occasion of the review of SDG11 at the UN's High-Level Political Forum (HLPF) in New York in 2018, DCAF implemented SSG/R for safe and sustainable cities and communities, a project on SSG and SDG11 in connection with SDGs 16 and 5. Having produced several related policy and research publications, the project has influenced policy debates at UN Habitat, World Bank, the UN High-Level Political Forum (HLPF) 2018, and Geneva Peace Week.

At the UN World Urban Forum, DCAF organized an event on urban SSG/R and peacebuilding with the Geneva Peacebuilding Platform. We also co-organized two further events on the margins of the HLPF. The first, Transforming Security Sector Governance for Safe and Resilient Cities, built on earlier DCAF work to support states in achieving SDG 11. It explored how security sectors can contribute to comprehensive multi-sectoral initiatives to make cities inclusive, safe, resilient, and sustainable under SDG11, and how this links to other SDGs. The second was a discussion - organized with New York University's Center on International Cooperation - of lessons from multi-sectoral initiatives to achieve the same outcomes. Finally, we launched case studies on SSG/R at the city level during Geneva Peace Week.

These events reiterated that from an SSR perspective it is essential to pay attention to good governance of the security sector at the city level - a fact often overlooked. They also reaffirmed the importance of holistically engaging other sectors when devising urban safety strategies, and that there are limited examples of how multi-sectoral strategies have had significant impacts on urban safety.

■ Funded by: Switzerland

■ Partners: In addition to the above donor, Colombia, Guatemala, Slovakia, UN Women, NYU Center for International Cooperation, Geneva Peacebuilding Platform

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## International Conference of Ombuds Institutions for the Armed Forces

### South Africa

DCAF and the South African Military Ombud co-hosted the 10th International Conference of Ombuds Institutions for the Armed Forces (10ICOAF), in Johannesburg under the theme 'The Evolving Roles and Responsibilities of the Armed Forces: Implications for Ombuds Institutions'. Sessions drilled into the role of ombuds bodies in overseeing the armed forces when providing domestic security, crisis response, border security, and in peacekeeping. The event - held on the African continent for the first time - was attended by over 100 participants from more than 40 countries.

After 10ICOAF, we again co-hosted with the South African Military Ombud a symposium on 'Advancing the Narrative of Oversight over the Armed Forces in Africa'. The event gave space for independent African oversight bodies to share their experiences, given that many of the challenges they face differ from those on other continents. The conference was led and facilitated by prominent African academics and practitioners from the security sector governance field. It was attended by representatives of more than 20 countries in Africa and 100 participants.

Funded by: German Federal Foreign Office; OIF; Konrad Adenauer Foundation (in-kind); Friedrich Ebert Foundation (in-kind)  
Partners: In addition to the above donors, the South African Military Ombud

## SSR and peace processes

### Switzerland

In 2018 we conducted a research project on SSR and peace processes aiming to understand SSR and related security interventions, DDR, mine action, and small arms and light weapons (SALW), in the context of peace processes, with a focus on the views and experiences of mediators. We gathered extensive research on the topic and developed a comprehensive database of cases of transitional security arrangements and peace processes. This research culminated in a roundtable dialogue among selected practitioners from the mediation, SSR, and related security fields. We then shared the results of this research in the form of several thematic policy briefs, a training module, a case catalogue, and an SSR Paper.

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

# Gender and security

In 2018 DCAF continued to contribute to advance gender equality in the security sector around the world. Our gender and security activities focused predominantly on four priorities:

## THEMATIC FOCUS

Developing and publishing original knowledge products, such as toolkits, surveys, assessments, and handbooks.

Supporting national partners to integrate gender in the oversight, management, and delivery of security.

Supporting NATO to integrate civil society perspectives into the implementation of the women, peace and security agenda within NATO policy.

Engaging in international policy discussions at all levels on gender and security.

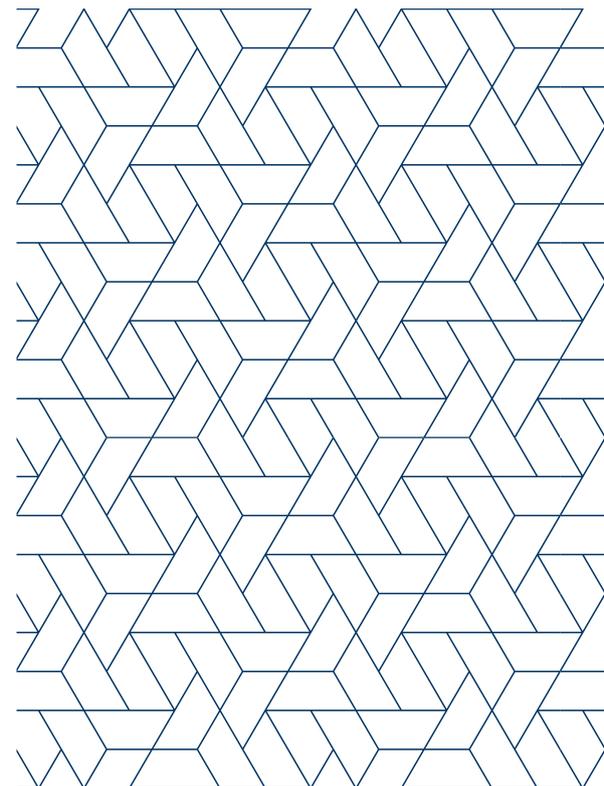
## 2018 HIGHLIGHTS

### Gender and Security Toolkit

#### Various locations

DCAF launched a process to comprehensively review and update the 2008 flagship publication, the *Gender and Security Sector Reform Toolkit*, in partnership with the Office for Democratic Institutions and Human Rights (ODIHR) of the Organization for Security and Co-operation in Europe (OSCE), and UN Women. The updated publication - renamed the *Gender and Security Toolkit* and comprising nine tools and four policy briefs written by independent experts and DCAF staff - will be published in 2019. In 2018 we produced early drafts of each tool and policy brief. The drafts were reviewed by DCAF, OSCE/ODIHR, and UN Women at an expert workshop in December 2018, through peer reviews and through formal reviews by subject matter experts from around the globe.

☰ Funded by: UN Women, DCAF core funding



## Elsie Initiative

### Various locations

Global Affairs Canada (GAC) commissioned DCAF to produce a baseline study identifying barriers to uniformed women's deployment to UN peace operations based on the review of existing, published literature on the subject and a limited number of interviews with experts to contrast the literature findings. This work forms part of the Canadian Elsie Initiative, which aims to increase the number of uniformed women participating in UN Peace Operations. Our baseline study, which has been widely distributed, was discussed and assessed at a workshop in The Hague, which brought together researchers, government representatives, civil society, and peacekeepers. It identifies numerous barriers to uniformed women's participation in UN Peace Operations, as well as a number of areas where further research is needed.

In response to knowledge gaps identified in the study, we initiated a comprehensive three-year project to assess the reasons for the low number and proportion of women deployed to UN peace operations from eight target countries. We will develop a comprehensive Barrier Assessment Methodology to be used in each target country, resulting in a Barrier Assessment Report. The report will include eight country-specific sections, a synthesis report, and recommendations for policy and programmatic change to reduce the barriers to women's deployment.

≡ Funded by: Global Affairs Canada (GAC), Ministry of Foreign Affairs of Norway



## Judicial response to domestic violence in Ukraine

### Ukraine

DCAF's ongoing work in Ukraine on domestic violence and violence against women, in partnership with local partner La Strada-Ukraine (LSU), has resulted in the development and testing of comprehensive training modules for judges. The modules have been integrated into the permanent curriculum of the National School of Judges and its five regional branches. In a similar vein, a model lecture on domestic violence was developed and piloted in partnership with the Academy of Prosecutors. The aim is to assist the criminal justice system in implementing new legislation on the criminalization of domestic violence and other forms of violence against women within the framework of Ukraine's Justice Sector Reform Strategy. Both LSU and DCAF have been selected to continue working on this issue as part of the EU-funded 'Pravo Justice Project', which is led by Expertise France.

≡ Funded by: EU

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## Survey on gender equality in the Georgian armed forces

### Georgia

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We continued to provide technical support to the Georgian Ministry of Defence (MoD) in developing an assessment methodology to study the organizational climate of the MoD and the armed forces - with a focus on gender equality - while documenting and sharing international best practices. To build the capacity of the MoD Assessment Working Group, we brought together international experts on climate assessments in the armed forces from Australia, Canada, Ireland, Spain, the United Kingdom, and the United States. The MoD gained knowledge of best practices on communicating and building trust, selecting assessment methods, dealing with personal information protection standards, developing and executing the survey, and planning and conducting focus groups.

The MoD Assessment Working Group has since developed and begun piloting its own climate survey questionnaire. In 2019 the data collected from the pilot will be analysed and assessed and the full assessment will follow.

☰ Funded by: NATO Science for Peace and Security

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## Gender sensitization of the National Mali Police

### Mali

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We provided technical support to National Mali Police Headquarters to prepare personnel for the creation of a police Gender Unit. In partnership with the police, we organized a series of gender sensitization workshops in five regions, targeting senior officers and non-commissioned officers. The workshops aimed to raise awareness and understanding of gender- and security-related concepts, to increase knowledge about sexual and gender-based violence, and to discuss the Gender Unit with police personnel.

▮ Funded by: Dutch Ministry of Foreign Affairs  
Supported by: EUCAP Sahel Mali, UN POL/MINUSMA, the Gender Unit of MINUSMA, UN Women, the Secretariat for the National Gender Policy of Mali from the Ministry of Women's Affairs, Children and the Family, IMRAP (Malian Institute of Research and Action for Peace)

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## Supporting NATO’s SGSR on Women, Peace and Security

### NATO Headquarters, Brussels

At the request of the NATO Secretary-General’s Special Representative (SGSR) on Women Peace and Security, and with the support of the Swiss Federal Department of Foreign Affairs (FDFA), we facilitated the NATO Civil Society Advisory Panel (CSAP) on Women, Peace and Security (WPS).

As a result, the CSAP has been fully institutionalized within the NATO structure, reflected in the fact that in 2018 NATO adopted a Revised Policy and Action Plan on WPS that provides for monthly consultations with CSAP. The Policy and Action Plan incorporated most of the recommendations made by CSAP as initiated and drafted by DCAF. The Office of the SGSR on WPS has secured a dedicated staff member to work exclusively with the CSAP, allowing DCAF to contribute on an ad hoc basis only from 2019 onwards.

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



## Engaging in international policy discussions on gender and security

### Switzerland

On International Women’s Day (8 March), we organized an event at the United Nations in Geneva, together with the SDG Lab of UNOG, UN WOMEN, the International Gender Champions, and the City of Geneva, to contribute to policy discussions on the Sustainable Development Goals (SDGs). The interactive discussions explored the interlinkages between SDG 5 (gender equality) and SDG 11 (sustainable cities and communities), and considered how linking these goals can accelerate the 2030 Agenda for Sustainable Development as a whole. We presented concrete examples from different cities of how a holistic approach can improve both gender equality and the sustainability of cities and communities. The event was also an opportunity for a multi-stakeholder audience to interact directly with practitioners.

☰ Funded by: DCAF core funding

# Driving innovative partnerships in business and security

We promote multi-stakeholder engagement across business, governments, and communities. Our work helps the international community to develop norms, standards, and good practices on business and security, and we support national stakeholders in implementing them. As an impartial actor, we bring together these different stakeholders to develop innovative solutions to security challenges. Our work helps our key partners to contribute to the realization of the Sustainable Development Goals.

## THEMATIC FOCUS

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

Bringing together business, governments, and communities.

Enabling our partners to develop innovative solutions to security and human rights challenges.

## 2018 HIGHLIGHTS

### **DCAF and ICRC co-promoting exchange of good practices in China**

#### China

As part of a strategic partnership with the International Committee of the Red Cross (ICRC), we launched the Chinese version of our *Addressing Security and Human Rights Challenges in Complex Environments* toolkit in July 2018 in Beijing. Building on this, we are deepening our cooperation with major actors in the business sector - including the China Chamber of Commerce of Metals Minerals & Chemicals Importers & Exporters (CCCME) - to promote the exchange of applicable good practices with Chinese stakeholders.

☰ Funded by: Swiss Federal Department of Foreign Affairs (FDFA) Human Security Division

## Groundbreaking Regional Meeting of the Montreux Document Forum

### Costa Rica

As Secretariat of the Montreux Document Forum (MDF), DCAF supported Costa Rica, and MDF co-Chairs Switzerland and the International Committee of the Red Cross in creating an unprecedented event for practitioners from across Latin America and the Caribbean to talk about challenges and good practices in the regulation of private military and security companies. This first-ever Regional Meeting of the Montreux Document Forum took place in February 2018 in San José, Costa Rica and brought together more than 100 participants from 31 countries.

Funded by: Costa Rican Ministry of Foreign Affairs and Worship, Swiss Federal Department of Foreign Affairs (FDFA) Department for International Law, Swiss Embassy Costa Rica

## First pan-African meeting of the Private Security Governance Observatory

### Kenya

In October 2018, the African Private Security Governance Observatory brought together civil society representatives from across sub-Saharan Africa for the first time to discuss private security governance challenges and share good practices. The annual conference forms part of a DCAF project to empower African civil society to play a strong role in promoting more effective oversight and accountability of the private security sector in Africa.

Funded by: Open Society Foundations

## Continuing to support the GCTF Strategic Communications Initiative

### Various locations

DCAF is developing a Policy Toolkit to operationalize the Global Counterterrorism Forum's (GCTF) 2017 Zurich-London Recommendations on Preventing and Countering Violent Extremism and Terrorism Online. The project - mandated by the Australian, British, and Swiss foreign ministries and implemented in partnership with the Institute for Strategic Dialogue - seeks to support capacity building and knowledge sharing among government actors on the topic as well as to outline ways they can efficiently and sustainably collaborate with information and communication technology companies and civil society.

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

## Fostering donor coherence and developing innovative security and human rights programmes

### Various locations

The Security and Human Rights Implementation Mechanism (SHRIM) is a DCAF-led multi-donor trust fund with committed donors to support improved security and human rights practices on the ground while fostering donor coherence, operational value-for-money, and sustainability. Since we created the SHRIM in 2016, the projects it funds have had an impact in more than 23 countries in Africa, Asia, and Latin America. In 2018 the SHRIM conducted its first call for proposals to support the local-level implementation of security and human rights good practices by civil society actors.

Funded by: The Netherlands, Norway, Swiss Federal Department of Foreign Affairs (FDFA) Human Security Division, United Kingdom



**DCAF** Geneva Centre  
for Security Sector  
Governance

# Finances and Governance

# DCAF finances 2018

The upturn in DCAF's financial performance that started in 2017 continued strongly through 2018, with an approximate 12.5% increase in turnover year-on-year from CHF 23.6m to CHF 26.6m.

This is largely due to a marked 39.4% increase in project-specific funding, which grew from CHF 9.2m to CHF 12.8m.

One of DCAF's financial priorities is to further diversify our funding base to ensure that Swiss core funding does not exceed 55% of our total funding. We surpassed this target in 2018, with 42% of core funding from Switzerland, and the remaining 58% from other sources.

## PROFIT AND LOSS STATEMENT

Total income	26 554 502
Total operating expenditure	26 240 362
Result of operating activities	314 139
Intermediate result	18 736
Result for the financial year	<b>18 736</b>

## BALANCE SHEET

Assets	17 367 626
Liabilities	15 945 398
Total liabilities and funds	<b>17 367 626</b>

## REVENUES

Switzerland	Deferred income 2017 ---> 2018	Income received in 2018	Deferred income 2018 ---> 2019	Net 2018
FDA - Core funding	-	11,167,783	-	11,167,783
FDA - Project funding	1,600,877	2,537,801	2,008,698	2,129,979
DDPS - Project funding	151,365	344,834	103,343	392,855
<b>Total Switzerland</b>	<b>1,752,242</b>	<b>14,050,418</b>	<b>2,112,041</b>	<b>13,690,618</b>

Other member states	Deferred income 2017 ---> 2018	Income received in 2018	Deferred income 2018 ---> 2019	Net 2018
Albania	11 669	-	-	11 669
Australia	-	73 262	73 262	-
Austria	25 576	72 843	-	98 419
Bosnia and Herzegovina	10 991	-	-	10 991
Bulgaria	9 155	11 855	-	21 010
Canada	-	292 850	249 015	43 835
Finland	-	31 748	-	31 748
France	165 149	688 731	316 529	537 351
Germany	2 088 673	3 288 347	2 605 920	2 771 100
Hungary	10 943	11 855	-	22 798
Ireland	-	288 818	4 861	283 957
Latvia	14 864	23 362	-	38 226
Liechtenstein	20 000	40 000	-	60 000
Luxembourg	396 226	-	43 648	352 579
Moldova	10 943	12 047	-	22 990
Montenegro	10 943	12 047	-	22 990
Netherlands	759 209	2 106 401	1 181 777	1 683 833
North Macedonia	-	11 843	-	11 843
Norway	118 394	1 457 484	1 079 520	496 358
Romania	11 633	11 593	-	23 226
Serbia	21 605	11 593	-	33 198
Slovakia	33 285	144 860	24 169	153 975
Slovenia	2 611	-	2 611	-
Spain	646	100 445	6 011	95 080
Sweden	-	1 006 599	79 081	927 518
United Kingdom	532 228	553 173	262 938	822 464
ISSAT Core Accruals	1 317 941	-	1 310 671	7 270
Transitories	4 765	-	114 931	(110 166)
<b>Total other member states</b>	<b>5 577 450</b>	<b>10 251 754</b>	<b>7 354 943</b>	<b>8 474 262</b>
<b>Total Switzerland &amp; other member states</b>	<b>7 329 692</b>	<b>24 302 172</b>	<b>9 466 984</b>	<b>22 164 879</b>

## REVENUES

Multilateral / international entities	Deferred income 2017 ---> 2018	Income received in 2018	Deferred income 2018 ---> 2019	Net 2018
European Union	655 803	3 726 441	1 946 015	2 436 229
FBA	6 996	5 462	6 996	5 462
GCSF	-	5 944	-	5 944
NATO	-	72 008	-	72 008
OIF	-	31 440	19 246	12 194
OSCE	-	6 054	562	5 493
UN	9 117	181 613	68 338	122 393
<b>Total multilateral organizations</b>	<b>671 916</b>	<b>4 028 962</b>	<b>2 041 156</b>	<b>2 659 722</b>
Funding to DCAF Ljubljana	1 376 488	422 280	798 795	999 973
<b>Total income from public contributions</b>	<b>9 378 096</b>	<b>28 753 414</b>	<b>12 306 935</b>	<b>25 824 575</b>
<b>Private donors</b>				
Open Society Foundations	381 419	987 151	655 183	713 387
<b>Total income from private contributions</b>	<b>381 419</b>	<b>987 151</b>	<b>655 183</b>	<b>713 386</b>
<b>Total public and private income</b>	<b>9 759 515</b>	<b>29 740 565</b>	<b>12 962 118</b>	<b>26 537 961</b>
<b>Other Income</b>				
Other	-	16 540	-	16 540
<b>Total Other Income</b>	<b>-</b>	<b>16 540</b>	<b>-</b>	<b>16 540</b>
<b>Total Income</b>	<b>9 759 515</b>	<b>29 757 105</b>	<b>12 962 118</b>	<b>26 554 502</b>

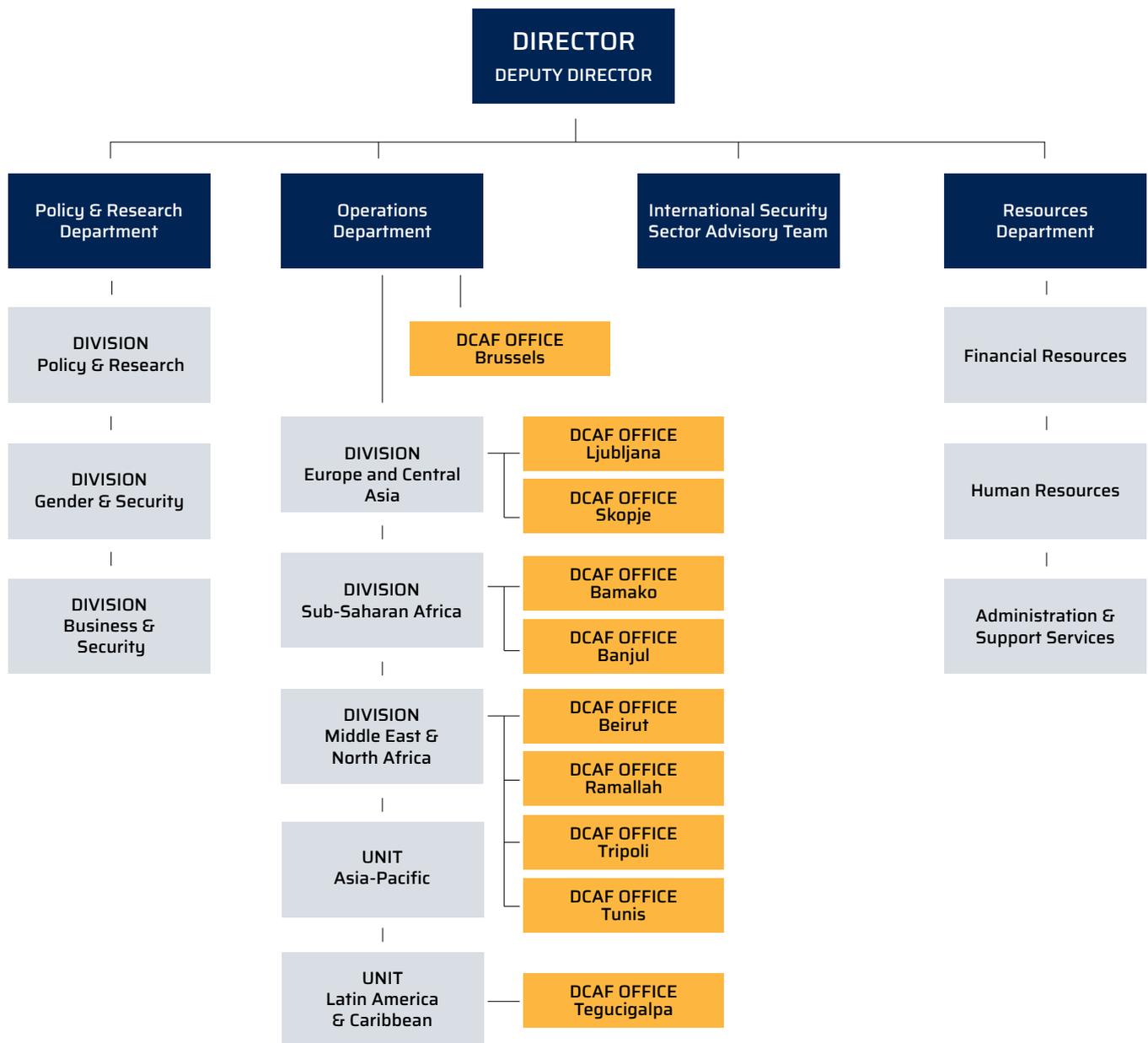
## OPERATING EXPENSES BY AREA OF WORK

	Project	Project Support	Management	Total
Asia-Pacific	626 257	228 132		854 389
Eastern Europe, South Caucasus, Central Asia	442 659	615 446		1 058 106
Latin America and the Caribbean	411 438	68 218		479 656
Middle East and North Africa	3 294 693	1 560 659		4 855 352
Southeast Europe	2 006 762	1 736 810		3 743 571
Sub-Saharan Africa	1 852 213	400 428		2 252 641
Operations Dept.	8 634 023	4 609 692		<b>13 243 715</b>
Gender & Security	318 750	750 244		1 068 993
Policy & Research	420 467	905 829		1 326 296
Business & Security	923 128	782 616		1 705 744
Policy & Research Dept.	1 662 344	2 438 689		<b>4 101 033</b>
ISSAT	4 207 804	18 939		<b>4 226 744</b>
Governance and director's office			174 439	
Management and corporate support services			1 892 645	
Admin, maintenance and facilities			2 601 786	2 601 786
DCAF Management and Administration	-	-	4 668 870	<b>4 668 870</b>
Total operating expenses	14 504 172	7 067 320	4 668 870	<b>26 240 362</b>

## OPERATING EXPENSES BY NATURE

	Project	Project Support	Management	Total
Personnel costs	6 668 137	6 149 271	2 763 376	15 580 783
Travel & transportation	2 659 732	284 180	101 504	3 045 416
Professional services	3 964 841	365 872	525 189	4 855 902
Communications	71 222	88 874	40 788	200 884
Facilities & office expenses	283 552	87 791	1 689 601	2 060 944
Other general expenses	101 304	91 332	289 489	482 125
Overheads	754 844	-	(754 844)	-
Depreciation & amortization	540	-	13,767	14 307
Total operating expenses	14 504 172	7 067 320	4 668 870	<b>26 240 362</b>

# DCAF organizational structure



## DCAF FOUNDATION COUNCIL

DCAF's Foundation Council is the organization's highest body and comprises representatives of 63 Member States, the Canton of Geneva, plus six Permanent Observers.

President: Amb. (ret.) Véronique Bujon-Barré (France)

### Member States



Albania (2000)



Argentina (2009)



Armenia (2002)



Austria (2000)



Azerbaijan (2002)



Belarus (2002)



Belgium (2004)



Bosnia and Herzegovina (2001)



Bulgaria (2000)



Burkina Faso (2009)



Burundi (2010)



Canada (2003)



Côte d'Ivoire (2001)



Croatia (2001)



Cyprus (2008)



Czech Republic (2000)



Denmark (2002)



Estonia (2000)



Finland (2000)



France (2000)



Canton of Geneva (2000)



Georgia (2001)



Germany (2000)



Ghana (2011)



Greece (2002)



Hungary (2000)



Indonesia (2007)



Ireland (2000)



Italy (2001)



Kyrgyzstan (2011)



Latvia (2000)



Lebanon (2007)



Liechtenstein (2006)



Lithuania (2000)



Luxembourg (2003)



Madagascar (2015)



Mali (2011)



Malta (2008)



Moldova (2002)



Mongolia (2014)



Montenegro (2006)



Netherlands (2001)



Niger (2018)



Nigeria (2000)



North Macedonia (2000)



Norway (2002)



Philippines (2011)



Poland (2000)



Portugal (2003)



Romania (2000)



Russian Federation (2000)



Senegal (2011)



Serbia (2001)



Slovakia (2000)



Slovenia (2001)



South Africa (2001)



Spain (2001)



Sweden (2001)



Switzerland (2000)



Tunisia (2011)



Turkey (2003)



Ukraine (2000)



United Kingdom (2000)



United States (2000)

## Permanent Observers



Cambodia (2009)



Chile (2011)



Inter-Parliamentary Union (2009)



Kazakhstan (2012)

Organisation internationale  
de la Francophonie (2008)

Thailand (2009)

## LEADERSHIP

Director	Ambassador Thomas Guerber	
Deputy Director	Heiner Hänggi	
Policy & Research Department	Heiner Hänggi	Head of Policy & Research Department
	Hans Born	Head of Policy & Research Division
	Daniel de Torres	Head of Gender & Security Division
	Alan Bryden	Head of Business & Security Division
Operations Department	Mark Downes	Head of Operations Department
	Darko Stancic	Head of Europe & Central Asia Division
	Robert Watkins	Head of Middle East & North Africa Division
	Anne Bennett	Head of Sub-Saharan Africa Division
	Albrecht Schnabel	Head of Asia-Pacific Unit
	Cristina Hoyos	Head of Latin America & Caribbean Unit
International Security Sector Advisory Team (ISSAT)	Victoria Walker	Head of ISSAT
Resources Department	Sophie Pagnetti-Takorian	Head of Resources Department



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