

DCAF **25**
YEARS

20

25

**ANNUAL
REPORT**

Putting security
governance at
the heart of the
conversation



THANK YOU

We are grateful for the support and confidence of our partners and generous donors who make our work possible.

Thank you!

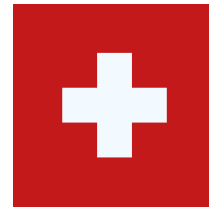


TABLE OF CONTENTS

Foreword	4	Inclusive dialogue to shape future security sector governance	24
DCAF@25	9	Informing security sector governance and future recovery	25
Stories	12		
Empower national partners to promote security sector governance		Promote gender equality and intersectional approaches	
Institutionalizing the Ministry of Interior’s integrity planning process.....	13	Building skills to strengthen women’s leadership in Police Forces.....	26
Strengthening security sector governance and accountability during armed conflict	14	Advancing mainstreaming of gender equality in the Ministry of the Interior	28
Media-police relations: from mistrust to dialogue	16	Influence international engagement on security sector governance	
Strengthen security sector governance based on international norms and good practices		Assessing opportunities for inclusive approaches to security sector reform.....	30
Strategic engagement on business, security and human rights	18	Leveraging the Universal Periodic Review to strengthen security sector protection of human rights	32
Facilitating political commitments to improving private security governance ..	20	Key moments and resources	33
Modernizing home affairs: a strategic step toward EU integration.....	21	People and governance.....	44
Advance good security sector governance in highly adverse environments			
Safeguarding civic space in a polarized information environment	22		

FOREWORD



If there was ever any doubt about the importance of security governance, today's reality leaves no room for it. Our world is increasingly shaped by fragmented governance and strategic rivalry. Hard security paradigms are reasserting themselves, and defence spending continues to rise. Deadly wars in Ukraine, the Middle East, and Sudan raise profound questions about the resilience of international law and the protection of human rights. Simultaneously, international cooperation budgets are under pressure while security challenges multiply.

In such a context, the importance of security governance has never been clearer. Our work must remain grounded in a fundamental lesson: there is no state security without human security. When people's basic needs are not met and rights are disrespected, instability deepens and threats escalate, from local grievances to violent extremism and transnational crime. Likewise, for societies faced with the risk of state-on-state confrontation, social cohesion and civilian

preparedness may be just as important as military capabilities. Security sector governance thus constitutes not only a moral imperative but a strategic necessity. Governance – not hardware – is ultimately what determines whether security is effective and sustainable.

In addition to traditional warfare, security is increasingly defined by hybrid threats that exploit political, economic, technological and informational vulnerabilities within a state or community. Public trust is both shaken and weaponized. Rebuilding and sustaining such trust is central to security governance. Around the world, communities demand greater transparency, accountability and inclusion, often at significant personal risk. Trust cannot be imposed; it must be earned. DCAF plays a role in this process by fostering relationships across the security ecosystem, recognizing that lasting change is built on stable and solid connections between institutions and the people they serve.

With the launch of our 2025–2030 strategy, last year marked an important milestone for DCAF. We are neither returning to past certainties nor fully able to predict the future. Our strategy ensures that DCAF remains fit for purpose in a rapidly evolving landscape. Grounded in our core principles – human rights, gender equality, and local ownership – our approach is also pragmatic and innovative, thus enabling us to translate values into concrete and meaningful results that respond to the current context.

Our work is complex and demands long-term commitment, adaptability and engagement across divides. Experience shows that such approaches work. When security institutions embody respect, inclusivity, and accountability, they become more effective and more trusted. Ultimately, security

governance ensures that institutions serve people, not power.

In 2025, at a critical moment, DCAF began engaging in Syria, working both with interim authorities and civil society to rebuild trust and support the country's transition. In the occupied Palestinian territory, we developed interim security governance mechanisms through extensive consultations with national, regional and international partners. In West Africa, we remained engaged to keep governance central to transition agendas while ensuring civil society was not excluded from policy dialogue. In the Gulf of Guinea, we also launched new efforts to support prevention in response to rising security challenges.

In Latin America and elsewhere, we assisted partners in promoting gender equality, to make institutions representative and legitimate in the eyes of the societies they serve. In Ukraine, we disseminated knowledge of international humanitarian law and supported government, parliament and civil society to sustain reforms during wartime. Across Eastern Europe, we worked with partners on the link between good governance and countering hybrid threats.

Sharing experience has become increasingly central to DCAF's mandate. Over the last period, we have strengthened our role as a convener, bringing together a diverse and dynamic community. As our partners are seeking change and innovation, we remain committed to developing context-sensitive solutions. Amplifying voices from the field, the international strategic dialogue held in Geneva on the occasion of our 25th anniversary constituted a key milestone for DCAF and our community. We also came together with our two sister centres – the Geneva Centre for Security Policy (GCSP)

and the Geneva International Centre for Humanitarian Demining (GICHD) – to mark over two decades of shared legacy and reaffirm our commitment to advance global peace and security, and the fundamental role Switzerland and Geneva play in this regard.

All this would not be possible without the support of our partners and donors around the world. We also thank our dedicated team for navigating complex environments and contributing to our reorganization, ensuring that DCAF remains relevant, agile, and able to deliver where it matters most.

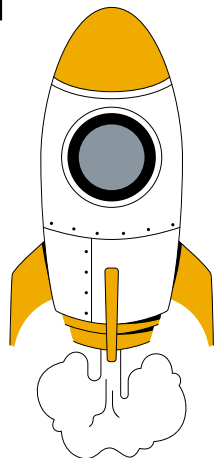
This Annual Report captures the substance of our work while also reflecting a broader reality: at a time of rising insecurity and declining trust, the need for collective, principled and pragmatic action has never been greater. By strengthening partnerships, listening to diverse perspectives and continuing to adapt, DCAF aims to support security systems that are both effective and legitimate. Despite the challenges, our purpose remains clear: to place governance at the heart of security and support institutions that uphold human dignity and contribute to lasting peace.



Ambassador
Nathalie Chuard
Director

2025 KEY FIGURES

Founded
in



20000

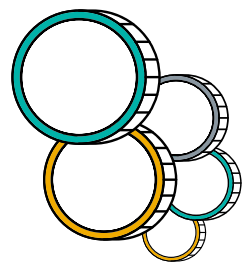
31

foundation
council members



Budget

35



MILLION
CHF

Supported the
elaboration and
adoption of

51

laws and
policies in a
participatory
manner

Worked with

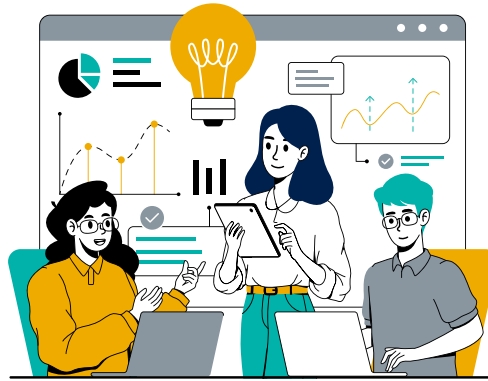
702

civil society
organizations



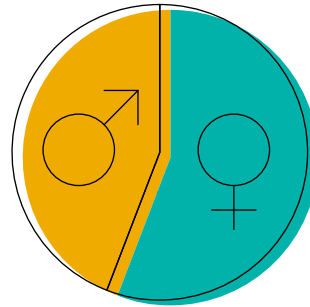
201

staff members



56%

women

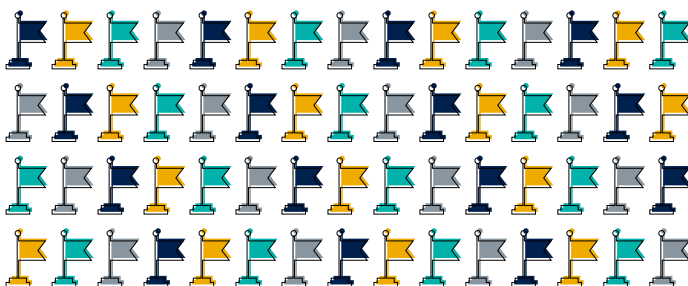


36%

working in

15

country offices



Active
in over

60

countries

ABOUT DCAF

1 Our vision

We envision a world where democratic security sector governance advances sustainable peace and development and human dignity for all.

2 Our mission

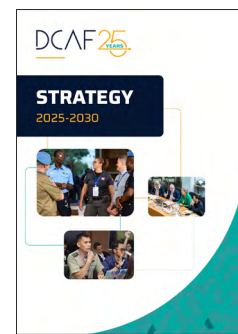
Our mission is to advance the security of all people through nationally owned, inclusive, and participatory security sector reforms based on international norms and good practices.

3 Our guiding principles

We commit to applying the following four principles throughout our work:

- A human rights-based approach with gender equality at its core and the rule of law as a compass.
- Democratic governance underpinned by accountability, effectiveness, and inclusiveness.
- National ownership at all stages of DCAF's engagement and work with partners, to address the needs of affected populations.
- Impartiality in assessing needs, in implementing projects, and in engaging with partners and parties.

Learn more about DCAF strategy and objectives for 2025-2030



DCAF@25

On 27 October 2025, DCAF turned 25. Throughout the year, 25th anniversary events in different countries provided an important opportunity to celebrate the partnerships that are central to DCAF's work.

These events highlighted the accomplishments of DCAF's partners in government institutions, civil society, the media, and local communities, who work tirelessly to advance good governance and rights-based approaches in a global context that is becoming ever more challenging. 25 years on, at a time when effective, accountable and inclusive security is more important than ever, DCAF thanks its partners and staff around the world for their courage, commitment and inspiration.

Words into action: The future of security sector governance

On 27 November, DCAF convened a high-level strategic dialogue with partners, national authorities, civil society representatives and practitioners from around the world to reflect on two and a half decades of security sector governance (SSG) practice and explore the pathways and partnerships needed for the future. Among the 250 participants were representatives from 91 organizations and 25 permanent missions in Geneva, underscoring the continued relevance of DCAF's mission to international peace and development.

Speakers from 11 countries reflected on the evolution of DCAF's work from an early focus on Eastern Europe to its current role as a global reference point on SSG, active in over 60 countries. A panel on rethinking security sector governance in the Middle East emphasized the need to restore public trust in institutions and to protect human lives and dignity. DCAF's approach, rooted in national ownership and long-term partnership, provides an essential accompaniment in this journey.

Others called for more explicit integration of SSG in geopolitical and geo-economic debates, especially as global polarisation accelerates defence spending and reshapes security priorities. Connections were also



DCAF's anniversary represents more than just an institutional milestone. It is a reminder that Switzerland believes security based on trust, dialogue, and human dignity is not only possible, but also essential.

Ambassador Tim Enderlin, Head, Peace and Human Rights Division (PHRD), Swiss Federal Department of Foreign Affairs (FDFA)



At the DCAF anniversary event 'Words into action: The future of security sector governance' in Geneva, 27 November 2025.

made to broader attempts to reverse gains in women's participation in peacebuilding and security, highlighting the critical role DCAF can play in offering evidence of the improved security outcomes achieved through inclusive approaches.

[Read the full report](#)



3 Geneva Centres - 2 anniversaries - 1 celebration

On 18 September, DCAF joined its sister Centres – the Geneva Centre for Security Policy (GSCP) and Geneva International Centre for Humanitarian Demining (GICHD) – for an evening with high-level representatives of Geneva, Swiss federal authorities, donors and other partners. The event, which celebrated the 30th and 25th anniversaries of GSCP and DCAF respectively, provided an important occasion to reflect on the legacy of nearly three decades of collaboration in advancing global peace, security and humanitarian action.

Speakers highlighted the serious challenges facing international Geneva and multilateralism more broadly, but also the Centres' unique contribution to peace and stability as spaces for dialogue, collaboration, and a continued focus on human security. The Swiss Minister of Defence emphasized the role of the three Centres in offering different avenues to peace, particularly as official channels are under increasing pressure. Switzerland's State Secretary of Foreign Affairs likewise noted that the

Centres have remained relevant by adapting to global shifts while continuing to embody Swiss values including human rights, the rule of law and dialogue.

Discussions underscored the importance of DCAF's focus on people-centred security, building bridges between security institutions and citizens, and values-based approaches to reform, all of which are more important than ever in an increasingly polarised world.



DCAF helps states build security institutions that are effective, accountable and citizen-centred. The three Centres are tangible gains for human security and for the stability and security of our global environment.

Federal Councillor and Minister of Defence
Martin Pfister



DCAF staff gather during Federal Councillor Pfister's visit, 18 September 2025.

DCAF's country offices: Celebrating 25 years of action on the ground

Throughout the year, DCAF's country offices marked the occasion of the 25th anniversary with a series of dialogues, roundtables and other events that created spaces for conversations about security and governance and reaffirmed a collective commitment to effective, accountable security for all.



NORTH MACEDONIA - CREATING THE "DCAF GREEN CORNER" AT THE FACULTY OF SECURITY IN SKOPJE



MOLDOVA - CELEBRATING THE PROGRESS OF THE SIX-YEAR INITIATIVE LAUNCHED IN 2023 TO SUPPORT SECURITY INSTITUTIONS



GENEVA - THE JET D'EAU ILLUMINATED WITH DCAF'S COLOURS



SENEGAL - ROUNDTABLE "HOW DO WE BUILD TRUST BETWEEN SECURITY FORCES AND THE COMMUNITIES THEY SERVE?"



UKRAINE - PREPARING THE ANNIVERSARY EVENT IN KYIV



LEBANON - CELEBRATING DCAF'S GLOBAL LEGACY IN PROMOTING GOOD GOVERNANCE



GENEVA - THE MONT BLANC BRIDGE IS ADORNED WITH DCAF FLAGS



BURKINA FASO - AWARENESS-RAISING SESSION IN SCHOOLS



GENEVA - DCAF ANNIVERSARY LOGO ON DISPLAY ON THE MAISON DE LA PAIX

SECURITY PRIORITIES

DCAF's strategy for 2025-2030 aims to empower national partners to strengthen security governance based on international norms and good practices, to advance good governance in highly adverse environments, to promote gender equality to address discrimination and injustice, and to influence international engagement on SSG.

The stories illustrate these objectives in action.

1

Empower national partners to promote security sector governance

INSTITUTIONALIZING THE MINISTRY OF INTERIOR'S INTEGRITY PLANNING PROCESS



Promotion event of the Integrity Plan 2023-2025, Skopje

Since 2022, DCAF has worked with the Ministry of Interior (MoI) of **North Macedonia** to address systemic challenges related to strengthening integrity, preventing corruption, and embedding accountability in an influential public institution that has a direct impact on public safety and citizens' trust. While the MoI operates within a strong legal framework on integrity, anti-corruption, and ethical conduct, it previously lacked a unified, evidence-based approach to identifying integrity risks across departments, resulting in reactive responses rather than proactive planning. Establishing such an approach directly supports broader national priorities related to EU integration, public administration reform, and the rule of law.

DCAF supported the MoI in launching its first comprehensive and evidence-driven Integrity Plan (2023-2025), building internal capacity, and establishing a sustainable framework for managing integrity risks across the institution. DCAF contributions included methodological guidance and training on analysing integrity risks and interpreting data as well as tailored research support and methodological advice. Throughout 2023 and 2025, the Integrity Unit within the Department for Internal Control, Criminal Investigations and Professional Standards (DICCIPS) systematically collected and reviewed internal reports, disciplinary statistics, conflict-of-interest declarations, and data from internal cases. These findings were used to monitor implementation of the Integrity Plan and captured in annual reports that demonstrated measurable improvements in the use of data to categorise and address risks.

The responsibility for data collection, validation, and drafting remained with the MoI, ensuring the development of sustainable institutional capacity. This was reflected in the fact that in late 2025, the DICCIPS initiated drafting of the 2026–2028 Integrity



From the first integrity planning workshops to the implementation and reporting phases, the process helped us develop a common understanding of integrity risks and the confidence to manage the entire cycle internally.

Head of Sector for Professional Work, Prevention and Integrity

Plan using its own staff, tools, and monitoring results, marking a shift to full ownership of integrity planning. Newly identified risks in the latest plan are directly based on patterns emerging from citizen complaints, internal cases, and findings documented in the annual implementation reports, demonstrating that improved monitoring has been translated into preventive measures.

The endorsement by MoI leadership, the establishment of an internal working group, the adoption of shared terminology, and the regular use of internal data have all contributed to more coherent cooperation between departments. Over time, such practices can play an important role in reducing vulnerabilities to corruption, enhancing transparency and professionalism, and reinforcing an organisational culture in which integrity is a key value.

Knowledge resource



Will the Integrity Plan improve the rating of the Police in North Macedonia?

STRENGTHENING SECURITY SECTOR GOVERNANCE AND ACCOUNTABILITY DURING ARMED CONFLICT

DCAF's support to **Ukraine** strengthens democratic governance, accountability and the institutional resilience of the security sector during armed conflict. One key area of emphasis has been strengthening adherence to International Humanitarian Law (IHL) through the development of IHL doctrine and training that are tailored to the complexities of the modern battlefield, training of members of the armed forces, and specialised advice to the General Staff and military legal services. In 2025, recommendations from DCAF's publication *The Soldier's Role in Responding to War Crimes* were integrated into an official order of the General Staff of the Armed Forces of Ukraine, marking an impactful transition from policy advice to binding military practice.

Ukraine's IHL trajectory has also been expanded by advancing work on emerging and evolving areas of warfare. DCAF's support has included advice on artificial intelligence and IHL, a policy paper on cyber warfare, approved by the Ministry of Defence and slated for consideration by the National Security Council; and development of a concrete regulatory framework to institutionalize weapons review procedures.

In parallel, DCAF has worked with local and international partners on a broader range of initiatives related to security sector transparency and accountability. In cooperation with the Ukrainian NGO Statewatch, DCAF prepared a study identifying key deficiencies and accountability gaps in the defence procurement process, providing an evidence-based foundation for reforms; and consolidated a strategic alliance with the National Agency on Corruption Prevention and NATO in Ukraine, enabling a mutually reinforcing approach to integrity building. Additionally, in 2025 DCAF continued to assist the Ukrainian parliament in aligning Ukrainian legislation with Euro-Atlantic standards and principles of democratic governance.

The efforts of Ukrainian authorities and civil society to strengthen democratic oversight and adherence to human rights obligations are a critical contribution to ensuring legitimate governance not only during ongoing conflict, but also in an eventual transition to peace. Lessons learned in the conflict in Ukraine are also informing advances in international thinking on the complex intersection of defence ethics and rapid technological advances in modern conflict, especially when it comes to the use of drones and AI in the conduct of hostilities.



Your professionalism and commitment strengthen efforts to protect civilian population in conditions of armed conflict and to ensure compliance with international standards during planning and conduct of military operations. Our cooperation provides a reliable basis for enhancing the legal awareness of military personnel and for fostering a responsible attitude toward the international obligations undertaken by our state.

General Oleksandr Syrskyy, Commander-in-Chief of the Armed Forces of Ukraine



Two-day training on international humanitarian law delivered to non-commissioned officers in Ukrainian armed forces in cooperation with NGO League of Officers. Photo: NGO League of Officers

Knowledge resources



The soldier's role
in responding to
war crimes



Human security
provisions in
ceasefire and peace
agreements:
case studies from
Eastern Europe, Caucasus
and Central Asia

MEDIA-POLICE RELATIONS: FROM MISTRUST TO DIALOGUE

From 2020 to 2021, **Colombia** experienced major social unrest and a crisis of trust between the public, and the National Police. The period was marked by a sharp rise in police aggression against journalists, who reported being victims of verbal harassment, physical threats and attacks, and censorship as they covered the protests. Police in turn were concerned that journalists were engaging in sensationalism, thereby exacerbating social tension.

As a trusted partner of the police, DCAF worked with Colombia's Foundation for Press Freedom (FLIP) to facilitate a series of dialogues that offered a safe platform for journalists and police to discuss their interactions in high stakes operational environments including protests and crime scenes. This partnership led to the co-creation of an operational agreement between the police and the media, the first of its kind in Latin America, which was formalized as doctrine in 2024.

In 2025, three sessions of the national monitoring mechanism were convened, bringing together the National Police, FLIP and other human rights actors to review compliance with agreed commitments, address cases of police aggression against journalists, and analyse incidents affecting both police and the media. Journalists have also reported clearer procedures for engaging police during operations and reports of police aggression against journalists have fallen from 263 in 2021 to zero reported in 2025.

The Colombian experience attracted regional interest, with police and media representatives invited to share their experience in exchanges with Ecuador, Mexico, Honduras, and Peru. From 2023 to 2025, DCAF implemented a regional programme, "Strengthening Public Oversight, Accountability and Responsiveness of



Journalists' training in Tlaxcala, Mexico, including a role-play simulation organised by the Secretariat of Citizen Security. Photo: ARTICLE 19

the Security Sector in Latin America", that has reinforced regional collaboration on protecting journalists, focused on the particular needs of journalists working in 'silenced zones', and led to the adoption of formal guidelines for police-media cooperation in Ecuador, Honduras and select states in Mexico.

Working with clearer protocols builds trust and creates safer working conditions that strengthen oversight and foster more transparent and responsible security reporting, benefiting communities as well as journalists and police. The regional replication of the Colombian model also establishes a promising precedent for further improving police-media relations across high-risk contexts in Latin America.



I leave this dialogue with a more human understanding of the police. It has given me a lot to reflect on, especially about communication, collaboration, and mutual respect.

Journalist, Nuevo Leon, Mexico



Fundamedios and Ecuador's National Police present a joint agreement to improve cooperation and respect for press freedom between police officers and journalists. Photo: Ecuador's National Police.

Knowledge resources



Colombia: Press, police and social leaders for a safe and visible society | DCAF in Latin America



Guidelines for improving the relationship between the National Police and media in Colombia

2

Strengthen security sector governance based on international norms and good practices

STRATEGIC ENGAGEMENT ON BUSINESS, SECURITY AND HUMAN RIGHTS

DCAF has a longstanding partnership with the International Committee of the Red Cross (ICRC) that focuses on addressing security and human rights challenges linked to business actors in complex environments. In recent years, competition for access to critical minerals has sharpened the global focus on these challenges. **China** is a key stakeholder, with mining companies around the world that have an important impact on security and development prospects for local partners. DCAF's work in China began in 2018 and in 2025 saw progress in multiple areas including increased collaboration with Chinese universities and industry associations.

Over the past several years DCAF has organized training for the CMOC Group, a Chinese mining company in the DRC, and facilitated the company's participation in a provincial multistakeholder working group addressing security and human rights challenges in the extractives sector. In 2025, the company agreed to financially support this working group and company management in Shanghai requested additional support to ensure operations are compliant with security and human rights best practices. Following meetings in Beijing, the Africa China Business Alliance for Social Responsibility, which promotes corporate responsibility and partnerships with African states, also agreed to conduct a joint mission to the DRC with DCAF in 2026, the first time it has organized such an activity with an international partner.

Training modules for Chinese companies co-developed with the China Chamber of Commerce on Mining, Minerals & Chemicals Importers & Exporters and Renmin University of China were also launched in 2025, as was a Conflict Prevention Tool and accompanying training co-developed with the Rongzhi Institute for Corporate Social Responsibility. Separately, DCAF was invited to speak about



DCAF joined government, business, academia and expert partners at the 2025 International Forum on Sustainable Mineral Supply Chains, Xiamen.

responsible security abroad to over 3000 students and faculty at Peking University.

In 2025, five Chinese government ministries also issued new guidance stipulating security and human rights requirements for Chinese companies operating abroad through China's Belt and Road Initiative. The guidance is an important step forward and can serve as a catalyst in increasing observance of the good practices promoted by DCAF, ICRC, and their Chinese partners.



Chinese companies are increasingly recognizing that robust conflict prevention and security risk management is essential for successful operations in complex environments. This is reflected in the growing interest of Chinese stakeholders in the work of DCAF and the ICRC.

Boris Kelecevic, Deputy Head of the Regional Delegation for East Asia, International Committee of the Red Cross (ICRC)

Knowledge resource



Security and human rights knowledge hub



FACILITATING POLITICAL COMMITMENTS TO IMPROVING PRIVATE SECURITY GOVERNANCE

The rapid growth and expansion of private military and security companies (PMSCs) in Honduras have sparked public concern over the state’s perceived lack of control over the sector. National authorities estimate that the number of individuals employed in irregular private security activities may exceed by three times the combined personnel of the National Police and the Armed Forces. The regulatory and oversight frameworks of the Honduran National Police’s Directorate for Control of Private Security Services and Other Special Services (DICSPS) have been ill-suited to address the expansion and diversification of private security services, as well as new international standards in the fields of human rights and security developed in recent years.

Building on a successful police reform programme with DCAF (implemented from 2018 to 2024), in 2023 DICSPS requested DCAF support in raising awareness of human rights obligations and international standards in the field of private security governance. In response, DCAF held a series of consultations in 2023 and 2024 that played a key role in initiating a process of regulatory review and identification of required institutional changes. This was complemented by capacity building activities in 2024 and 2025 that helped DICSPS review training curricula and national legislation governing the private sector to evaluate their responsiveness to the current context and alignment with international standards.

In August 2025, the Honduran government formalised its commitment to improved governance of PMSCs by endorsing the Montreux Document, which remains the only international instrument reminding states of their obligations under international law with regard to the activities of PMSCs, while



A DICSPS officer during a meeting organised by the Montreux Document Forum Secretariat in Tegucigalpa.

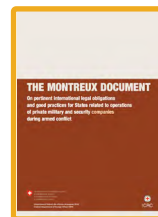


Our collaboration with DCAF has made a significant contribution to strengthening our institutional capacities and to the continuous improvement of DICSPS. In the context of our ongoing modernisation and training efforts, the Montreux Document has proven to be an essential reference, guiding our work towards more efficient, transparent and sustainable regulation of private security companies.

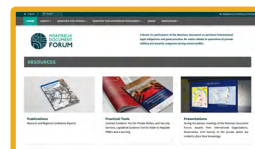
Police Commissioner Miguel Enrique Baltodano, Director of DICSPS

also providing a blueprint for governments to effectively regulate the industry. This is a significant step forward not only for Honduras, but also for the Latin American and Caribbean region, where the private security sector is rapidly expanding amid high levels of violence and widespread use of firearms, raising significant human rights concerns. As the sixth country in the region to join the Montreux Document, Honduras’s participation will help further inform discussions on PMSC regulation and good practices in Central America and beyond.

Knowledge resources



Montreux Document on pertinent international legal obligations and good practices for States related to operations of private military and security companies during armed conflict



Montreux Document Website



MODERNIZING HOME AFFAIRS: A STRATEGIC STEP TOWARD EU INTEGRATION

Moldova's security sector faces complex risks including organized crime, hybrid threats, regional conflict and increasing pressures from migration. These risks have exposed systemic challenges including reactive planning, a limited focus on prevention, and a need to strengthen evidence-based decision making. Since 2023, DCAF has supported both legislative reform and institutional capacity building for the Ministry of Internal Affairs (MIA), advancing progress toward Moldova's strategic objective of EU integration. This work builds on a longstanding partnership with Moldovan authorities that has included collaboration in the framework of the Police Cooperation Convention for Southeast Europe.

From 2023 to 2025 DCAF supported drafting of, and parliamentary and public debates on, key laws and strategies governing Moldova's security and intelligence sectors. In 2025 the National Security Law was adopted, introducing a comprehensive approach to national security that has clarified the mandates of security providers, reinforced parliamentary and executive oversight, and codified stronger democratic civilian control.

In parallel, in 2022 the MIA adopted its first ever long-term Strategy for Development of the Home Affairs Domain for 2022–2030 (SSDAI), designed to modernize policies and programmes in areas including public order and security, crime prevention, border management, migration and asylum, and civil protection and emergency response; and agreed on sectoral priorities for 2022 to 2025.

In 2024, DCAF trained MIA staff on reporting and data collection for mid-term programme evaluation, addressing a key gap by strengthening capacity for evidence-based decision making. Subsequent support included advocating for a dedicated Strategic Planning Unit, which was established by the

MIA in 2025; developing a Regulation on Strategic Planning; and providing training on developing objectives, indicators, and cost estimates. DCAF also provided technical expertise on aligning internal affairs policies with EU acquis requirements; and helped the Public Policy Coordination Directorate integrate EU-related standards into strategic planning and monitoring.

In 2025, MIA revisions of the Home Affairs Strategy and development of the next phase of sectoral programmes underscored the progress the MIA has made in introducing standardized methodologies for planning and reporting and ensuring security policies are evidence based and results oriented. Changes are anchored in regulatory updates and institutional restructuring, positioning Moldova to meet future EU integration objectives and improve responses to evolving security challenges.



Through these joint efforts, we are advancing the transformation of the Republic of Moldova into a stronger, more resilient state, firmly anchored within the European Union.

Daniella Misail-Nichitin,
Minister of Internal Affairs



Presentation of the strategic priorities of the Ministry of Internal Affairs, Chișinău. Photo: Ministry of Internal Affairs

3

Advance good security sector governance in highly adverse environments

SAFEGUARDING CIVIC SPACE IN A POLARIZED INFORMATION ENVIRONMENT

Burkina Faso has faced a protracted security and humanitarian crisis since 2016, accompanied by rising stigmatization and social fragmentation. The rapid expansion of access to digital platforms has amplified the spread of disinformation and hate speech, fuelling tensions. Manipulated or false information has circulated widely, shaping public opinion and sometimes inciting hostility, with limited structural mechanisms to counter these dynamics. In 2024 and 2025, DCAF piloted the Civic Space project, coordinating a consortium of seven civil society organizations that are playing a role in safeguarding civic space and contributing to social cohesion.

DCAF has provided training and mentoring for consortium members on national legislation, freedom of speech in high-risk contexts, fact checking, protection of human rights, and the prevention of radicalization. In the complex security context of Burkina Faso, another important contribution has been facilitating collaboration among consortium members, security institutions and other national authorities including the High Council for Communication and the Directorate-General for Communication and Media.

CSOs have begun offering their own training, raising community awareness of key risks and playing a growing role in combatting disinformation. In 2025, they identified and reported to Meta 32 cases of violent or hateful content on social media, 8 of which have been removed from sites. They have also developed a detailed directory of accounts that have been verified as sources of disinformation. EducommuniK, a youth organization that uses media and information literacy as a strategy for positive social change, has set up the Citizen Observatory of Social Networks, which produces digital bulletins to document disinformation trends and has been formally recognized by the High Council for Communication.

This institutional recognition is significant in a context in which there has often been limited trust between journalists and national authorities. Equally promising is the fact that the Council has



Training with media and NGOs in Banfora. Photo: CIFDHA

indicated to EducommuniK their interest in being involved in the Observatory in the future to strengthen multi-level responses to disinformation and hate speech. By combining citizen monitoring, factchecking, and awareness-raising, the Civic Space consortium is contributing to improved digital responsibility and community resilience in an increasingly polarized information environment.



You are doing a truly wonderful job! These removals [of hate speech] have helped to avoid serious consequences for the victims' reputations, to preserve their integrity as much as possible, and to promote social cohesion.

Association
EducommuniK

Knowledge resource



Civil space project (in French)



INCLUSIVE DIALOGUE TO SHAPE FUTURE SECURITY SECTOR GOVERNANCE

Libya's security sector operates within a context of conflict, prolonged political fragmentation, overlapping institutional mandates, and limited coordination across security, regulatory, and oversight bodies. Within this environment, discussions of security sector reform have frequently been framed as contingent on political unification. As a result, activities that could foster practical and incremental improvements, including those seen as highly relevant to meeting the security needs and priorities of communities, have often been deferred. For Libyans, these dynamics have translated into inconsistent access to security provision, limited clarity on complaint mechanisms, and uncertainty around institutional responsibilities.

From 2024 to 2025, DCAF facilitated a structured, nationwide consultation process involving Libyan security institutions and civil society actors, which resulted in the development of a White Paper that outlines feasible and context-sensitive pathways for improving security provision. Community representatives engaged in discussions around security provision, contributing perspectives on issues such as emergency response, complaints handling, and detention oversight. Security sector participants including senior officers took part in cross-sectoral exchanges, often for the first time, that addressed accountability, institutional roles, and constructive engagement with civil society. Security personnel highlighted their own constraints, including an absence of standardized procedures and limited opportunities for professional development. The dialogues contributed to the articulation of shared expectations regarding predictability, responsiveness, and accountability.

DCAF's convening role ensured balanced participation and supported the translation of technical and experiential knowledge into a coherent reference document. The White



At a Libya programme dialogue event.

Paper moves beyond previous analyses by identifying practical entry points seen by local stakeholders as relevant under the current conditions. These include clearer role definitions between institutions, more transparent mandates and reporting practices, stronger complaints mechanisms and follow-up procedures, and more regular channels of engagement between security actors and the communities they serve.

Grounded in wide-ranging consultations across Libya's three regions, the paper does not present a comprehensive solution to structural fragmentation. Rather, its value lies in offering a more locally and operationally informed reference point for incremental improvements in accountability, responsiveness, and day-to-day security provision, while helping to frame future discussions on reform.



There is a need for a stable state, which can only be achieved through comprehensive dialogue. More interaction is necessary by building bridges of trust among its citizens, which is not happening correctly, and by opening channels of communication by dealing with all parties involved.

Participant in dialogue on security sector regulation, Fezzan

Knowledge resources



Conference report: Exploring the implications of oil and gas infrastructure security in Libya



The road to stability: Rethinking SSR in post-conflict Libya



Exploring armed groups in Libya: Perspectives on SSR in a hybrid environment

INFORMING SECURITY SECTOR GOVERNANCE AND FUTURE RECOVERY

After two years of war, the **Gaza Strip (occupied Palestinian territory)** has been left devastated and in extreme crisis. More than 70,000 Palestinians have been killed and 95 percent of Palestinians in Gaza have been internally displaced. A political and security vacuum has emerged, without a clear roadmap for governance, security, and reconstruction.

Starting in 2023, DCAF consulted widely with Palestinian stakeholders to ensure the security needs of citizens are voiced and to document prevailing security arrangements – providing a unique, real-time picture of security and justice provision. Through such insights and its expertise, DCAF reflected on proposals pertaining to the future of Gaza and how they align with Palestinian needs, existing security and justice provision, and the principles of good governance that underpin lasting stability, security and peace.

DCAF’s paper on Interim Security Governance Mechanisms (ISGMs) for the occupied Palestinian territory, published in 2025, offered a synthesis and recommendations. Prioritizing a people-centred approach, the ISGMs address immediate and medium-term needs to prevent a security vacuum and create conditions for humanitarian access, rehabilitation and reconstruction – linking recovery and reconstruction to Palestinian Authority reform and national consensus, thus orienting recovery towards Palestinian statehood and territorial unity.

The ISGMs have informed discussions with Palestinian, regional and international stakeholders. They also form the basis for some of DCAF’s work under its Trust Fund for Palestine, which brings together partners committed to an inclusive and values-based approach.



A group of civilians using improvised means of transport to meet their daily needs in the destroyed Hamad Residential City in the southern Gaza Strip.



We believe that Palestinian security is one and indivisible, and that unifying the vision, structure, and security performance between the West Bank, including Jerusalem, and the Gaza Strip is the fundamental path toward embodying the unity of the territory of the State of Palestine and extending its full sovereignty over the land and the people, leading to the establishment of the independent Palestinian state with Jerusalem as its capital.

Palestinian Minister of Interior, Major General Ziad Hab Al-Reeh, in a consultative workshop with DCAF

Knowledge resources



Interim Security Governance Mechanisms for the Occupied Palestinian Territory: Before and after a ceasefire



The importance of interim security governance mechanisms in the occupied Palestinian territory



Security and justice providers post-war in Gaza: Institutional shifts and emerging actors



4

Promote gender equality and intersectional approaches

BUILDING SKILLS TO STRENGTHEN WOMEN'S LEADERSHIP IN POLICE FORCES

Following **The Gambia's** political transition in 2017, the Gambian Police Force (GPF) faced a crisis of public trust and a need to shift from a regime of control to one of service and protection. Policing tended to be reactive, with limited use of evidence-based methods or gender-responsive approaches. Internally, institutional culture has often limited female officers to administrative or supportive roles, with few in strategic command positions. A GPF-DCAF Gender Skills Audit, developed through a workshop with female officers and administered to 200 recipients, highlighted specific challenges including limited exposure to structured investigative models; gaps in skills that undermined performance reviews, promotion boards, and day-to-day effectiveness; and fewer opportunities for strategic training.

Building on years of cooperation with the Gambian security sector, in 2024 the GPF and DCAF launched the Gender Promotion Initiative (GPI). In a tailored, year-long leadership programme, twenty women selected from diverse ranks and regions followed a sequenced pathway: Personal Improvement Plans (PIPs); tiered training in interpersonal, policing and leadership skills; and a revision week culminating in a written examination. The design directly targeted gaps surfaced by the audit and PIPs and moved beyond classroom instruction to on-the-job application.

In 2025, GPI personnel reported using the skills learnt on a regular basis, including the use of structured interviewing and problem-solving, taking decisions aligned with police doctrine, conducting more effective briefings and engaging in clearer public communication. As of December 2025, 17 of the 20 officers had been promoted, several into command roles never held by women. Graduates of the programme are also contributing to broader improvements



Mariamama Jallow, Officer Commanding Community Policing Unit, addressing students. Photo: GPF

to the effectiveness of police operations. These include introducing early-morning checkpoints, document checks and targeted patrols, contributing to residents reporting a significant decline in livestock thefts; using structured dialogue to end chronic market tensions; and using skills taught in the programme to manage high-stakes public order operations.

Importantly, the GPI converts the gender mainstreaming promised in Gambian police doctrine into a practical and measurable route to performance improvement. Beyond this, the “sisterhood” or informal peer support network that has grown out of the programme is a promising sign of willingness to sustain this approach in the future.



The Station Officer doesn't just enforce; she listens. She made herself part of the community, and people respond to that.

Local councillor in Bakoteh, expressing appreciation for Deputy Superintendent of Police Tinanya HJ Mendy

Knowledge resources



Building trust between the security and civilians



Scoping study on gender equality in the Gambian Immigration Department

ADVANCING MAINSTREAMING OF GENDER EQUALITY IN THE MINISTRY OF THE INTERIOR

Established in 2009, the National Directorate for Gender Policies (DNPG) has played an important role in mainstreaming gender in institutional policies within **Uruguay's** Ministry of the Interior (Mol). From 2020 to 2021, DCAF supported DNPG in implementing a Measurement of Opportunities for Women in Peace Operations (MOWIP) assessment for the National Police as part of the Elsie Initiative. This led to valuable insights; however, DNPG still lacked a comprehensive overview of the state of gender integration across the Mol to support the establishment of strategic priorities and measurable goals for the coming years.

In 2024, DNPG and DCAF jointly completed a Gender Equality Diagnosis, which evaluated gender equality across areas including institutional policies and procedures, personnel, education and learning, public perception and accountability, and emerging challenges. Based on evidence from the MOWIP and Gender Equality Diagnosis, DNPG continued to work with DCAF throughout 2025 to develop a ministry-wide strategic plan to systematize and meaningfully implement measures to enhance gender equality across the ministry and police. Priority areas for action include gender-focused training and cultural change, leadership with a gender perspective, removing barriers to career advancement and retention, and shared caregiving responsibilities between men and women.

In the fall of 2025, despite originally conceiving of the Gender Equality Diagnosis as an internal product, the Mol published the report on its website, an important sign of political commitment to implementing the recommendations. This has been reinforced by public announcements made by the

Ministry of the Interior in 2026, reaffirming its intent to publish a Gender Equality Action Plan for 2026–2030 and to take steps not only to improve gender equality throughout the ministry and police, but also to strengthen police responses to domestic and gender-based violence and human trafficking and exploitation.



The gender equality diagnosis conducted with DCAF showed that, while legal frameworks are in place, women still do not fully access these rights in practice. This highlights the need for stronger public policy decisions to ensure their effective implementation.

Commissioner July Zabaleta,
Head of the DNPG (National
Directorate of Gender Policies
of the Ministry of Interior) in
Uruguay



DCAF facilitated knowledge exchanges with the Uruguayan and Spanish National Police to build international good practices.

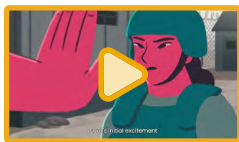
Knowledge resources



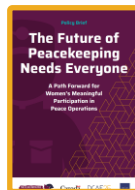
MOWIP methodology



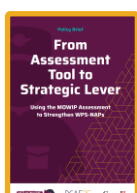
Global MOWIP report



Sara's story



The future of peacekeeping needs everyone



From assessment tool to strategic lever - Using the MOWIP assessment to strengthen WPS-NAPs



5

Influence international engagement on security sector governance

ASSESSING OPPORTUNITIES FOR INCLUSIVE APPROACHES TO SECURITY SECTOR REFORM

Haiti has been facing a profound governance and security crisis, with criminal gangs exploiting a weakened state unable to provide protection or justice. Periodic foreign interventions have historically achieved only temporary stability; the latest Multinational Security Support Mission faced serious challenges and is now transitioning to the Gang Suppression Force. It is increasingly clear that a capacity building approach that remains emergency-driven and short-term in nature has produced little visible impact in terms of improved security outcomes for the population.

At the request of Switzerland, joined by France and Germany, from 2024 to 2025 DCAF carried out a preliminary assessment of Haiti's security sector to identify entry points for additional support that would focus on bridging short- and medium-term requirements. A July 2025 validation workshop in Port-au-Prince was followed by an online presentation of the assessment in October, a starting point for addressing key recommendations. This assessment marks the first step towards a coordinated and sustained approach that can have a real impact on the lives of Haitians.

In addition to interviews with local and international security specialists, DCAF consulted with a range of civil society organizations to ensure recommendations reflected the insights and concerns of local communities. Members of civil society offer valuable insights on factors shaping violence and understand that force-based responses alone are unlikely to be effective, yet their voices are often absent from security conversations driven by national elites. Key media and academic figures have also noted that much-needed spaces



A colourful mural at Cap-Haitien bears silent witness to the governance and security challenges affecting the lives of so many Haitians.

for multi-stakeholder dialogue are absent, with universities closed due to insecurity and media lacking resources for in-depth reporting and analysis.

Future international support will need to bridge tactical assistance with support for institutional reform, laying the foundations for security sector management and governance that are key to rebuilding public trust. While joint operations between the Gang Suppression Force and Haitian forces can leverage mentoring and peer learning to build

capacity, international support must also strengthen internal oversight mechanisms within security institutions, as well as external oversight through involvement of civil society and the media in national conversations on security. As Haiti prepares for a potentially critical political transition in 2026, the current situation presents an opportunity to align international support, bridge gaps between the security sector and civil society, and ensure a focus on building the foundations for necessary reforms as well as stabilization.



No sustainable improvement can be envisaged without an in-depth reform of the security sector.

High-level state official

Knowledge resources



Beyond chaos: Haiti's need for a national conversation on governance



Backing from the brink: Assessing Haiti's security sector and opportunities for future SSG/R programming

LEVERAGING THE UNIVERSAL PERIODIC REVIEW TO STRENGTHEN SECURITY SECTOR PROTECTION OF HUMAN RIGHTS

Security sector governance and reform (SSG/R) and human rights are inherently interconnected: weak security and justice governance enables human rights abuses, while accountable institutions protect fundamental rights. Despite growing recognition of this link, SSG/R is still too often treated as a standalone reform agenda rather than a central lever for advancing human rights and addressing structural drivers of violations. Over the past few years, DCAF has leveraged the UN's Universal Periodic Review (UPR) process as a strategic entry point for better integration of these agendas. The UPR periodically reviews each UN member state's human rights records, with states reporting on progress and receiving peer recommendations for improvement. NGOs and National Human Rights Institutions can participate by submitting additional information to the State's report and taking part in UPR pre-sessions and country reviews by the Human Rights Council UPR Working Group.

In **The Gambia**, DCAF has partnered with the National Human Rights Commission (NHRC) to align its human rights mandate with security sector oversight through capacity building, publication of guidance on SSR, and participation in international fora. During the UPR pre-session for The Gambia in November 2024, the NHRC, supported by DCAF, coordinated with local CSO the Solo Sandeng Foundation to integrate security sector reform into their statements and recommendations. One key recommendation was the ratification of the Optional Protocol to the Convention Against Torture (OPCAT), which sets international standards for the conduct of security actors in places of detention. Through national workshops and targeted advocacy, the NHRC was able to secure government support for this recommendation in July 2025, a key step toward future ratification and domestic adoption of OPCAT.

In October 2025, DCAF convened a side event at the UN Human Rights Council on

"Preventing Violence, Protecting Rights: Integrating Security Sector Governance into the UPR", co-organized with the Permanent Missions of The Gambia and Switzerland. This engagement helped bring SSG to the forefront of a key human rights conversation, showcasing how integrating security governance priorities into the UPR can create visible pathways for reform and strengthen oversight. By developing policy guidance on this topic, DCAF also aims to support more regular incorporation of SSR considerations in future UPR processes.



Our collaboration with DCAF on the UPR has added a new dimension to our partnership. The UPR process serves as a critical bridge, allowing us to center the link between security sector governance and human rights within the UN system and the broader international community.

Mam Ndeban Jobe, Director of Programmes, National Human Rights Commission of The Gambia



The NHRC Delegation at the UPR session of The Gambia, Geneva. Photo: NHRC of The Gambia

KEY MOMENTS AND RESOURCES

KEY MOMENTS



Peacebuilding Architecture Review

DCAF contributed to a panel discussion co-hosted by Austria, the UN Office of Counter-Terrorism and the UN Department of Political and Peacebuilding Affairs, highlighting the critical role of SSG in addressing systemic drivers of violence.

OECD Forum on Development Peace and Stability

DCAF moderated a discussion on the 'second generation' of security sector governance, where speakers called for better integration in key agendas including migration, trade, and prevention-focused approaches.



Malian women mobilised for climate, peace, and security

DCAF signed a partnership with the Malian Coalition for Gender, Security and Climate Change, as part of a new project that empowers women to play a key role in addressing climate-related security risks.



Young Faces cybersecurity event

Students, young professionals and experts presented policy papers and explored critical cybersecurity challenges as part of DCAF's Young Faces cybersecurity programme in the Western Balkans.



SSR training at the Ecole de Guerre de Kinshasa

DCAF's seminar equipped senior officers from nine different countries with the tools and knowledge to carry out defence and security sector reforms in their own institutions.



Balkan Cybersecurity Days

Cybersecurity professionals, policymakers and researchers gathered in Montenegro to exchange knowledge, strengthen regional collaboration, and participate in hands-on training sessions to address cybersecurity challenges.



Photo: Olivier Chamard

Geneva Peace Week in Addis Ababa

At a High-Level Plenary on Geopolitical Challenges for Peace and Security in Africa, DCAF discussed how Africa can play a leading role in peacebuilding and conflict resolution among shifting global dynamics.



Photo: George C. Marshall European Center for Security Studies

Peacebuilding in the South Caucasus

At a NATO Partnership for Peace Consortium workshop on leveraging technology for peacebuilding in the South Caucasus, DCAF presented research findings on the impact of digitalization on good governance of the security sector.



Inclusive security sector governance in Syria

DCAF met with Syria’s Deputy Foreign Minister and a range of civil society organizations as part of its ongoing efforts to support inclusive engagement on security sector governance in Syria.



Peacekeeping Ministerial

In Berlin, DCAF, together with UN OROLSI and the International Peace Institute, convened an informal side event on “The future of UN Peacekeeping: Lessons from security sector governance and reform”.

SIPRI Stockholm Forum

A panel co-organized by DCAF, SIPRI, and the Inter-Parliamentary Union (IPU) tackled a critical and timely issue: “Checks and balances on rising defence budgets: What can parliaments do?”



Shaping peace operations

In New York, DCAF and the International Peace Institute explored how security sector governance can help ensure peace operations remain adaptable, effective, and anchored in strategies for long-term sustainability.



Photo: IPI



Mediterranean Strategic Meetings

During discussions of geopolitical issues in the Mediterranean basin and the Middle East at RSMED in Toulon, DCAF emphasized that transparent democratic governance is essential for building trust and social cohesion.



DCAF-OSCE training in Central Asia

DCAF and the OSCE jointly delivered a five-day course in Kyrgyzstan on security sector governance, human security, media protection, and the importance of transparent, accountable and inclusive approaches to security provision.

Youth rights academy

Together with Youth Transforming Narratives, DCAF delivered a session on youth, peace and security in Geneva, that emphasized the important role young people can play as meaningful participants in decision-making on peace and security matters.



Photo: UN Human Rights



Examining security governance in the Sahel

DCAF took part in a discussion on collaboration in the provision of security services in the Sahel region. It took place in Bamako and was attended by representatives from local communities, the media, and the security forces.



Photo: George C. Marshall European Center for Security Studies

Emerging and disruptive technologies

At a NATO Partnership for Peace consortium workshop in Germany, DCAF shared insights on sources of law that apply to new and disruptive technologies and how these can be translated into national systems.



Photo: Altruiste 227

Digital awareness campaign in Niger

As part of a partnership with DCAF, the National Police, and other stakeholders, Aniweb launched an awareness campaign aimed at young people and focused on combatting misinformation, tackling online harassment, and preventing violent extremism.



International Conference of Ombuds Institutions for the Armed Forces

Together with the South African Military Ombud, DCAF co-hosted the 17th ICOAF conference in Johannesburg, held under the theme of “Building bridges – awareness and outreach efforts by Ombuds Institutions.”



Ulaanbaatar dialogue

DCAF co-organized a panel on climate change and security challenges in Northeast Asia, where participants discussed how security institutions are responding to key changes.

Geneva Peace Week

DCAF joined partners to explore the future of peace operations, WPS, and security sector governance in the Middle East, emphasizing that peace begins with good governance, dialogue and trust.



Transnational organized crime and crisis management in The Gambia

In partnership with the Gambian Immigration Department and the Office of National Security, DCAF launched a series of regional awareness-raising workshops to foster greater coordination and information sharing in border management.



Berlin Climate and Security Conference 2025

At a side event organized by adelphi global at the Berlin Climate and Security Conference 2025 at the German Federal Foreign Office in Berlin, DCAF highlighted its work across the Latin America and Caribbean region to fight environmental crime, protect defenders, and connect communities with security institutions.



Photo: Jan Rottler

Mediation and communication training in Lebanon

To advance inclusive dialogue, DCAF conducted joint training with the Centre of Professional Mediation (University of Saint Joseph) on mediation, positive communication, and conflict sensitivity for General Security staff.



Teaching gender in the security sector

DCAF's training-of-trainers course organized jointly with the OSCE in Geneva was an opportunity for gender advisors and trainers from ten countries to exchange experiences and strengthen skills.

UN Forum on Business and Human Rights

A discussion, co-organized by DCAF and Twentyfifty, and held at DCAF's premises in Geneva, showcased innovative and grounded approaches to strengthening prevention of conflicts between communities and companies in a rapidly changing global business environment.



Photo: MSF

Moldova Security Forum

DCAF moderated a panel that explored how effective crisis governance can reduce cascading impacts from hybrid tactics, and how crisis management serves as a core pillar of national resilience.



Photo: DCAF/BIPSS

Bangladesh Institute for Peace and Security Studies

In a regional meeting in Dhaka, DCAF and BIPSS discussed trust in policing, the integration of gender perspectives, and the role of media in democratic oversight of the security sector.

Regional conference in Dakar

Together with the Association des Juristes Sénégalaises, DCAF organized a regional conference on the influence of the growing number of private security companies and the impacts of private surveillance in West Africa.



Photo: Eldj_Photography

Advancing the role of women in Jordan's Public Security Directorate



As part of the Elsie Initiative, DCAF and the Public Security Directorate launched a partnership to foster an environment where women have equal access to training, promotion, and career opportunities, and where the workplace is free from harassment and intimidation. The initiative supports institutional reforms and capacity-building measures to promote gender equality across the Directorate.

KNOWLEDGE RESOURCES



Violence and hooliganism in sports stadiums (in Arabic and French)

Addressing stadium violence – a public security issue in Morocco



Combating image-based sexual abuse online

Policy recommendations to improve access to justice in the Western Balkans



Constitution-building and SSG/R

Improving transparent and effective security sector governance



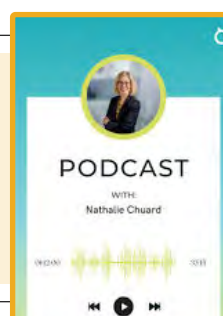
Corruption control and integrity-building

Law enforcement strategies and practical insights



How can peace operations evolve to respond to today's challenges?

Three main takeaways



How to bring the WPS agenda to Life

International gender champion podcast

Gender in the military

“What to Teach” and “How to Teach” in military settings



Institutional memory of Palestinian Public Institutions under the war

Destruction of public records and institutional memory in Gaza



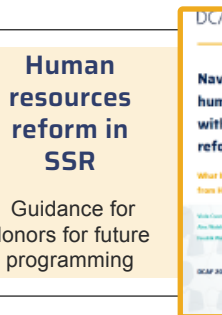
SSR language in the mandates of UN peace operations

How SSR has been reflected in Security Council mandates



Artificial intelligence and the defence sector

Advancements and challenges for the security sector



Human resources reform in SSR

Guidance for donors for future programming



Security sector corruption: T20 contribution

An overlooked risk in stability and development agendas



Changing the perception of gender-based violence

Mali's case study



Advancing peace, security and humanitarian action

The shared legacy of the Geneva Centres



Building trust between security forces and citizens (in French)

The case of Mali

PEOPLE AND GOVERNANCE

MULTISTAKEHOLDER INITIATIVES

In an increasingly volatile global context, DCAF and its partners often need to respond rapidly to emerging crises, supporting practical improvements to security provision and governance even during ongoing conflict.

DCAF's multi-donor funds support the design and delivery of agile assistance, providing cost effective mechanisms that allow donors to share risks and resources in addressing geographic and thematic priorities across a range of contexts.

The DCAF International Partners Group (IPG)

DCAF's International Partners Group gives DCAF's key partners access to a unique international forum. This DCAF forum is dedicated to security, defence and justice. Through this platform and various convening along the year, contributors become part of a like-minded community that actively debates governance priorities, explores multilateral pathways, and turns those discussions into concrete actions that help shape the global agenda and concrete, in-country reforms. The IPG is an agile platform to channel individual contributions into larger, strategic initiatives or to amplify their policy voice in international debates.

DCAF's Security Sector Governance Pooled Fund

DCAF draws from across its research and operational expertise to provide tailored support to donor governments and multilateral organizations who are members of our International Partners' Group. Through training, research, and technical advice, we help improve national security and justice

reform processes. In 2025, the core donors were Germany, the Netherlands, Switzerland, and the United Kingdom. Additional members are Austria, Belgium, Canada, Denmark, Estonia, Finland, France, Norway, Slovakia and the USA, as well as the African Union, the European Union, the OECD, the OSCE, the Organisation Internationale de la Francophonie, the United Nations, and the World Bank.

Trust Fund for North Africa (TFNA)

Established in 2012, the Trust Fund for North Africa supports flexible, responsive, and context-driven SSG initiatives across Libya, Morocco, and Tunisia, as well as at the regional level. By ensuring adaptive programming, the TFNA enables DCAF to respond swiftly to evolving political and security dynamics while maintaining long-term engagement and sustainability. It also serves as a platform for dialogue and coordination with the international community. DCAF expresses its sincere appreciation to France, Germany, Luxembourg, the Netherlands, and Switzerland for their sustained commitment

and partnership in advancing security sector governance in North Africa.

Trust Fund for Palestine (TFP)

Founded in 2025, the TFP is dedicated to enhancing people-centred security provision in the occupied Palestinian territory, providing a forum for partners to share risks, align strategically, and jointly identify programme priorities. This unique mechanism for dialogue and cooperation advances good governance in a highly uncertain context. It supports the scaling up of efforts to reform the Palestinian Authority Security Forces, implementation of youth-led security initiatives, and strengthening of research and policy engagement with regional and international partners. Donors to the TFP in 2025 were the Netherlands, Finland, Germany, and France.

North Macedonia Pooled Fund for Intelligence and Security Sector Reform

The Fund supports efforts to achieve North Macedonia’s country’s strategic objective of European Union membership by aligning legal frameworks and institutional capacities

with Euro-Atlantic principles, good practices, and respect for human rights. Activities to strengthen internal and external oversight of the intelligence and security sectors include building the capacity of key actors to address security challenges, fostering public dialogue on security policy, and promoting gender equality. Donors to the fund in 2025 were Switzerland, Sweden, the Netherlands, and the European Union.

Security and Human Rights Implementation Mechanism (SHRIM)

The SHRIM supports responsible business conduct and the protection of human rights, especially in fragile and conflict-affected contexts such as Colombia, Peru, Ghana, the Democratic Republic of the Congo, Mozambique, and Nigeria. The SHRIM is committed to improving security on the ground by supporting locally-led and cost effective multistakeholder projects that include the government, communities, and the private sector. Donors to the SHRIM in 2025 were the United Kingdom and Switzerland.

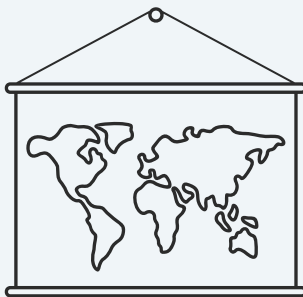


FOUNDATION COUNCIL

DCAF is a Swiss foundation that was established in 2000 on the initiative of the Swiss government.

The Foundation Council is our supreme body. It currently includes 31 members representing 29 countries and the Canton of Geneva.

Amin Awad, who holds Sudanese and Swiss nationality, has been the President of DCAF's Foundation Council since July 2024.



Mali



Moldova



Armenia



France



Mongolia



Austria



Canton of Geneva



Montenegro



Belgium



Germany



Serbia



Bosnia and Herzegovina



Hungary



Slovakia



Burkina Faso



Italy



South Africa



Canada



Lebanon



Sweden



Colombia



Liechtenstein



Switzerland



Cyprus



Lithuania



The Gambia



Czech Republic



Luxembourg



Ukraine

OUR OFFICES



Geneva - Switzerland



Addis Ababa - Ethiopia



Bamako - Mali



Banjul - The Gambia



Beirut - Lebanon



Belgrade - Serbia



Brussels - Belgium



Chişinău - Moldova



Kinshasa - Democratic Republic of Congo



Kyiv - Ukraine



Ljubljana - Slovenia



Lusaka - Zambia



Niamey - Niger



Ouagadougou - Burkina Faso



Ramallah - Occupied Palestinian territory



Skopje - North Macedonia



Tunis - Tunisia

OUR CULTURE

INTEGRITY POLICY AND REPORTING PLATFORM

In 2025, DCAF embodied commitment to its Duty of Care through the participatory drafting of a new Integrity Policy. The new policy highlights DCAF's role as a socially responsible employer, as well as the responsibility of all personnel working with or for DCAF to prevent harm to anyone impacted by DCAF's activities. To this end DCAF has a zero-tolerance policy towards any forms of harassment, exploitation, abuse, fraud, and corruption. It underlines the protection of whistleblowers and a victim-centered approach and establishes a new Integrity Committee to handle cases arising. The policy also provides an online reporting platform, giving DCAF staff and external stakeholders the ability to report anonymously in multiple languages.

OUR COMMITMENT TO GENDER EQUALITY

DCAF's Director is an International Gender Champion and takes steps each year to continue strengthening internal organizational commitments to gender equality as well as DCAF's ability to support partners worldwide in developing more equitable and gender-responsive security sectors. In 2025, DCAF held training sessions on Unconscious Bias that equipped staff with tools to recognize and mitigate bias — particularly gender-related bias — in decision-making, to foster a more inclusive and equitable workplace. DCAF's performance reporting processes have also been updated to begin collecting data on intersectionality and provide concrete guidance on gender-sensitive methodologies for analysing project results.

DEVELOPMENT AND GROWTH

DCAF is strongly committed to fostering and offering a supportive development-driven work environment for all staff. Individual and collective growth and investments in skills development are central to this commitment. In 2025, a coaching programme was established for new managers, complemented by additional tools and resources that are available to all DCAF managers. This is reinforced by an ongoing 360-degree feedback process for managers. A learning series has been developed to respond to topics raised in staff surveys, and externally facilitated teambuilding sessions for headquarters and country offices are helping teams to better understand and strengthen team dynamics.

DESIGNED FOR IMPACT

In 2025, DCAF took significant steps toward completing a reorganization designed to make the organization more responsive and fit for purpose. A new organizational structure, ways of working and internal processes are helping DCAF to leverage its unique expertise to drive innovation in security policy and practice. Stratex, the new strategy execution unit, has led efforts to align operations with the 2025-2030 strategy through an enhanced planning process and rollout of a one-DCAF reporting framework and the new Partnerships and Development team has launched an International Partner Steering Committee to improve coordination with donors.

Credits



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DCAF **25**
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