DCAF 25 YEARS

ONE-DCAF Results Framework



About DCAF

DCAF – Geneva Centre for Security Sector Governance is dedicated to improving the security of states and their people within a framework of democratic governance, the rule of law, respect for human rights, and gender equality. Since its founding in 2000, DCAF has contributed to making peace and development more sustainable by assisting partner states, and international actors supporting these states, to improve the governance of their security sector through inclusive and participatory reforms. It creates innovative knowledge products, promotes norms and good practices, provides legal and policy advice, and supports capacity-building of both state and non-state security sector stakeholders.

For all questions and to learn more about the ONE-DCAF Results Framework contact DCAF Senior MEAL Advisor, Carlotta Fassiotti at c.fassiotti@dcaf.ch

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ONE-DCAF Results Framework

About the Framework

Why it was developed

The One-DCAF Results Framework was developed to enable DCAF to tell a coherent and compelling story of what we do, and more importantly, to assess the extent to which our work contributes to the change we seek. Anchored in DCAF's vision of "a world in which democratically governed security sectors serve the needs of all people without discrimination and contribute to just, peaceful, and inclusive societies," the framework strengthens our ability to measure and learn from impact across the organization.

The framework represents a collective effort to capture long-term, meaningful change. By introducing a shared set of indicators across all DCAF programmes and contexts, it builds a collective evidence base that supports adaptive programming, strategic prioritization, institutional learning, and continuous improvement of programme quality.

What it aims to do

The One-DCAF Results Framework is a learning and accountability tool designed to track organizational impact over time. It focuses on 12 core indicators, selected for their ability to reflect progress toward DCAF's vision while being meaningful, feasible, and adaptable across diverse contexts.

The framework is grounded in DCAF's principles of good governance and designed to support both strategic learning and programmatic improvement. Its ultimate purpose is to enable teams to identify what works, what doesn't, and why – thus informing future programming and enhancing our ability to demonstrate results.

A particular emphasis is placed on qualitative approaches and mixed-methods data collection, recognizing that outcomes in Security Sector Governance (SSG) are often not easily captured through traditional Monitoring, Evaluation, Accountability and Learning (MEAL) systems. The framework integrates:

- Quantitative indicators to track measurable progress;
- Qualitative indicators, supported by methods such as outcome harvesting and stories of change, to capture contribution in complex systems.

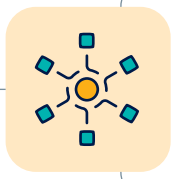
By combining numbers with narratives, the framework allows DCAF to understand both the scale and the depth of its impact, even in contexts where attribution is difficult.

ONE-DCAF Results Framework

REQUIREMENT

Ranking of projects against the gender and intersectionality marker.

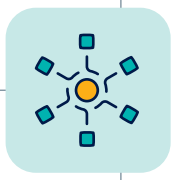
INDICATOR 01



Evidence that research, knowledge, and policy outputs developed are used to influence research, policy discourse, and/or programmatic approaches.

Principle(s): All

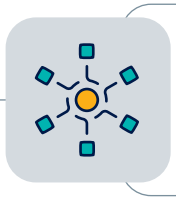
INDICATOR 02



% of targeted security sector actors or training evaluation respondents who provide evidence of using, disseminating, and/or institutionalizing knowledge and skills acquired.

Principle(s): All

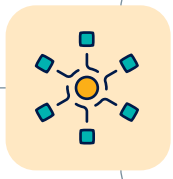
INDICATOR 03



Extent to which interventions contributed to the prevention of violence.

Principle(s): All

INDICATOR 04



Extent to which perceptions, beliefs, and behaviours of security sector actors reflect a commitment towards good governance principles.[1]

Principle(s): All

INDICATOR 05



% of targeted population, civil society representatives, and/or media who report that security sector actors are held accountable for their actions.[2]

Principle(s): Accountability

INDICATOR 06



Evidence of policies, legal frameworks, and operational responses by internal control and external oversight bodies aiming to hold security sector actors accountable.[3]

Principle(s): Accountability

1 Including a commitment to gender equality and intersectionality; data can be collected at the level of security sector actors, the population, or ideally both, allowing for triangulation.
2 Must include evidence of (enhanced) accountability mechanisms which are accessible to the public, unless a specific reason justifies restricted access.
3 While advancing gender equality and applying an intersectional lens.

INDICATOR 07



Extent to which policy engagement fosters coordination, alignment, and coherence across bilateral and multilateral actors on Security Sector Governance engagement.

Principle(s): Effectiveness

INDICATOR 08



Evidence of policies, legal frameworks, and operational responses by security sector actors aiming to enhance the effectiveness of the security sector.[4]

Principle(s): Effectiveness

INDICATOR 09



Evidence of meaningful participation of civil society, private sector, and/or other non-state actors in Security Sector Governance processes contributing to inclusive dialogue and decision-making.

Principle(s): Participation

INDICATOR 10



% of targeted population who report that their safety and security needs are being met by targeted security sector actors.

Principle(s): Responsiveness

INDICATOR 11



Extent to which security sector actors apply approaches to security provision in line with international and national laws, norms, and standards.

Principle(s): Rule of Law

INDICATOR 12



Extent to which information sharing by security sector actors reflects transparency of the security sector.

Principle(s): Transparency

4 While advancing gender equality and applying an intersectional lens.

Annex

Understanding "Good Governance" in DCAF's Results Framework

In DCAF's work, the concept of **good governance** serves as the normative foundation for Security Sector Governance (SSG) reforms. Across all contexts – whether fragile, conflict-affected, transitioning, or stable – DCAF promotes good governance principles to ensure an effective, accountable, and inclusive security sector that is professional and transparent, and which has full respect for human rights and the rule of law, and is responsive to the needs of all members of society.

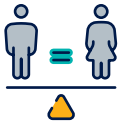
The outcome indicators presented in this framework are designed to capture DCAF's contribution to strengthening good governance across the security sector. This includes institutional, policy, and behavioural change among state and non-state actors. For this Results Framework, "good governance" refers to:

Principle	Operational Definition[1]
 **Accountability**	There are clear expectations for security provision, and independent authorities oversee whether these expectations are met and impose sanctions if they are not met.
 **Effectiveness**	Institutions fulfil their respective roles, responsibilities, and missions to a high professional standard.
 **Efficiency**	Institutions make the best possible use of public resources in fulfilling their respective roles, responsibilities, and missions.
 **Participation**	People of all genders and backgrounds can take part in decision-making and service provision on a free, fair, and inclusive basis, either directly or through legitimate representative institutions.
 **Responsiveness**	Institutions are sensitive to the different security needs of all parts of the population and perform their missions in the spirit of a culture of service.
 **Rule of Law**	All persons and institutions, including the state, are subject to laws that are known publicly, enforced impartially, and consistent with international and national human rights norms and standards.
 **Transparency**	Information is freely available and accessible to those who will be affected by decisions and their implementation.

1 The principles and accompanying definitions are drawn from DCAF's Backgrounder n°1 accessible online at: https://www.dcaf.ch/security-sector-governance-applying-principles-good-governance-security-sector-0.

While they are not standalone principles, **gender equality** and **intersectionality** are cross-cutting lenses that underpin the principles of good governance and DCAF's Results Framework.

Gender equality is defined as:



Gender equality is a fundamental human right, and a goal to which governments and international organizations have committed. Achieving gender equality involves a positive obligation to transform unequal power relations; address the underlying causes and structures of gender inequality, including discriminatory norms, prejudices, and stereotypes; and transform institutions that perpetuate discrimination and inequality. Gender equality in Security Sector Governance and Reform (SSG/R) requires the integration of a gender perspective across the security and justice sectors – ensuring institutions are inclusive, representative, non-discriminatory, and responsive to the diverse security needs of people of all genders. Gender equality is a core objective of DCAF's work, reflected not only in our policy and research, but also in the means and goals of all operational activities. It is foundational to how DCAF designs policies, conducts research, and implements operational programmes – to ensure equality within institutions and to leverage security sector institutions in advancing broader gender equality goals.

Intersectionality is defined as:



Intersectionality provides a framework through which we can critically understand how overlapping identities (age, ability, ethnicity, sexual orientation, gender identity, socioeconomic status, and others) and power structures shape security experiences and needs. When applied to Security Sector Reform and Governance, an intersectional approach helps ensure that security is provided equitably, in an inclusive, context-specific manner that addresses various compounded forms of discrimination. Intersectionality and gender are linked: a gendered approach is by definition intersectional and an intersectional approach should also look at gendered differences.



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