DCAF
Geneva Centre for Security Sector Governance
20TH ANNIVERSARY

STRATEGY
2020 - 2024

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Director's foreword

DCAF – Geneva Centre for Security Sector Governance is proud to submit our 2020-24 Strategy. This new strategy demonstrates how over the next five years we will help make states and people safer by working towards enhancing the democratic governance of security sectors around the world.

We see security sector governance and reform (SSG/R) as an essential contributor to international peace, security and sustainable development. Effective, accountable security and justice systems can have a profound impact on the lives of individuals and communities by reducing the risk of conflict, strengthening the social contract between the state and its people, and providing a solid foundation for political, social and economic development.

To develop this strategy we have worked closely with our stakeholders, donors, and partners to assess the changing environment, its implications for DCAF, and how we can best support them and their strategic priorities in the years ahead. Our strategic objectives for 2020-24 are to:

1. Reaffirm the value of democratic governance in addressing current and emerging security challenges

2. Enhance engagement in fragile and conflict-affected contexts

3. Strengthen the contribution of SSG/R to international policy and practice

4. Tailor the organization to better deliver its mandate

This strategy document does not only set out high-level objectives, but also translates them into tangible accomplishments that we expect to achieve on international policy development and practice across all regions and contexts in which we operate, particularly in fragile states that are undergoing complex political transitions or recovering from conflict.

The higher level results (outcomes) of our work will continue to be reported through our results-based management (RBM) system and annual performance report.

I would like to thank all our stakeholders and partners who have helped develop DCAF's 2020-24 Strategy. Your support remains indispensable to our work, and I look forward to close collaboration with you over the next five years.

Thomas Guerber
Director, Ambassador

I. Strategic context

A number of trends will shape DCAF's work in the coming years. Fluctuating geopolitics, rising authoritarianism, growing inequality, threats to human rights, and emboldened nationalism and populism are transforming interstate dynamics and increasing the pressure on democratic institutions and multilateralism. According to the last *Freedom in the World* report, global freedom has been in decline for more than a decade, spanning all regions, from established democracies to long-standing authoritarian regimes. Civic space has been reduced across the globe, and the role of democratic institutions such as parliaments and the media is being challenged. Although recent improvements to women's participation in global security institutions offer an encouraging foundation for continued progress in this area, obstacles remain for achieving gender equality and overcoming gender discrimination, both within the security sector and society more broadly.

While there is a need to continue to invest in SSG/R across all contexts, there is increasing recognition that the needs are particularly acute in fragile contexts where the risk of conflict is high.

The role of technology will be influential in the coming years, giving rise to new challenges for security governance, such as keeping pace with cyber threats and advances in artificial intelligence. It will also provide new opportunities by creating new spaces and mechanisms through which citizens can participate more actively in governance processes.

Many of today's security trends span borders and regions and pose unprecedented challenges for global governance. Climate change, corruption, cyber threats, health crises, mass migration, organized crime and violent extremism are among the most representative examples. At the same time, it is important to recognize the progress that continues to be made as governments respond to the demands of citizens for more accountability and transparency. With democratic institutions under pressure and global challenges multiplying, the need to strengthen checks and balances is greater than ever. The demand for security, inclusion and democratic governance, particularly in developing countries, is strong and can be used to achieve greater accountability of the security sector. The COVID-19 pandemic will also have an impact on global governance and could exacerbate some of the already present tensions. This is a time to identify where momentum for change exists and support those prepared to lead reforms, and DCAF is well positioned to do so.

Through our operational, advisory, policy and research functions we have the ability to **re-affirm the value of democratic governance of the security sector**, to demonstrate that a democratically run, accountable, and efficient security sector is fundamental to people's livelihoods, to reducing the risk of conflict, and to creating an enabling environment for sustainable development.

Our partners look to us for advice on what works and what doesn't in SSG/R – and we see the coming period as an opportunity to focus on strengthening our approach to empirically-based programming and systematically capturing and sharing lessons from our growing experience in the field. We will emphasize progress being made across

a range of challenging contexts and, where needed, offer a critical view of what has not worked well in order to help our partners think carefully about where and how to invest in the future.

While there is a need to continue to invest in SSG/R across all contexts, there is increasing recognition that the needs are particularly acute in fragile contexts where the risk of conflict is high. Fragile states span a wide variety of contexts but have one thing in common: they are characterized by their limited capacity to carry out basic governance functions. Fragile states are also the furthest behind in the 2030 Agenda for Sustainable Development.

As recognised by the UN-World Bank report *Pathways for Peace* (2018), grievances related to exclusion – also in the area of security and justice – are at the root of many violent conflicts. By **enhancing our engagement in fragile and conflict-affected contexts** and focusing on building inclusive, accountable, effective security institutions, DCAF can make a tangible contribution to addressing and preventing conflict. More active engagement also presents an opportunity to leverage our reputation as an impartial and trusted partner to play a more active role in supporting peace processes, as well as the development of innovative approaches to emerging security challenges.

New international frameworks such as the 2030 Agenda for Sustainable Development, Sustaining Peace, and more specific policy frameworks such as Women, Peace and Security, and Business, Security and Human Rights have renewed the focus on the role of well-governed institutions in sustainable development, conflict prevention and broader peacebuilding.

Sustainable Development Goal 16 (peace, justice and strong institutions) opened new spaces for security sector reform, while SDGs 5 (gender equality), 10 (reducing inequalities), 11 (safe and sustainable cities and communities), and 17 (cooperation) offered new ways of engaging states on these crucial issues. The

Lessons from SSG/R engagements can serve as a reality check on the current policy frameworks.

Sustaining Peace agenda sets prevention as the top policy priority, and it is widely accepted that good security sector governance can be pivotal in preventing violent conflicts. Over the years, DCAF has contributed to the development of international policy frameworks for SSG/R. While these agendas offer much potential to make a difference, there is a need to bridge policy and practice and make the necessary shift toward implementing policy commitments.

As our field experience continues to grow, the new strategy period presents an opportunity to **strengthen the contribution of SSG/R to international policy and practice**. On the one hand, we can now support the implementation of these frameworks with the aim of ensuring the principles and practices embedded in them translate into concrete improvements in security governance. On the other hand, lessons from SSG/R engagements can serve as a reality check on the current policy frameworks and bridge the sometimes considerable gap between policy and planning, and the provision of security to those who need it most. These lessons can also inform any relevant future international policy processes.

Continued adaptation is critical to allow DCAF to meet new challenges posed by the strategic environment. Our market analysis shows that where DCAF once enjoyed a pioneer's primacy, it now shares the SSG/R arena with an array of new players from the public, non-profit and private sectors. Furthermore, as with all organizations, DCAF is affected by a number of external factors outside of our control. These may include rapid changes to the political and security landscapes in the countries in which we work, or shifts in donor priorities prompted by major changes in the global environment.

One particularly important change is the COVID-19 pandemic, which will have significant implications for security and governance for years to come. While the long-term impact of the current crisis is not yet fully known, initial analyses reveal that both challenges and opportunities exist for SSG/R. Strong oversight of the security sector will be needed more than ever, and it will be important to take advantage of new openings for reform with a view to increasing the resilience of security institutions to future crises. At the same time, potential reductions in development aid budgets will likely push organizations like DCAF to further increase their level of efficiency, while lowering cost. Moreover, continued travel and movement restrictions will require new and innovative approaches to delivering assistance in the field.

In an uncertain environment, it is essential to **tailor the organization to better deliver its mandate** so that we offer our partners the best possible support and value for money. To remain relevant and competitive requires a strong focus on where DCAF adds value. We must make continued improvements to the way we procure and allocate resources, assess and manage risks, and monitor and report on progress. It will also necessitate changes in how the different parts of the organization work together as 'one DCAF' to deliver seamlessly integrated services to our members and partners.

II. Vision, mission and approach

DCAF's purpose, enshrined in Article 2 of its statutes, finds expression in our vision, our mission, our values and principles, and our approach.

Our **vision** is a world in which human and national security are provided within democratically governed, accountable, and effective security sectors, thus creating an environment which is conducive to sustainable peace and development.

Our **mission** is to improve the governance of security sectors around the world through nationally owned, inclusive, and participatory reforms based on international norms and good practices.

We uphold **five core ethical values** – accountability, excellence, inclusivity, integrity, and respect – in all our internal and external activities. We commit to the following **four principles** as an essential framework for good security governance:

1. A human rights-based approach with gender equality at its core;

2. The principle of democratic control and the rule of law;

3. The principle of impartiality and a commitment that, while we promote democracy, we do not take sides politically;

4. The principle of local ownership and recognition that the needs of our partners and affected populations are always our first concern.

Our work is directed along the following **three main vectors of support**:

1. We directly support **national partners** on the ground to design and implement locally owned reforms aimed at enhancing the effectiveness and accountability of security and justice provision.

2. We assist **international actors** – donor countries and multilateral partner organizations such as the United Nations, the European Union, the African Union or the Organization for Security and Co-operation in Europe – in developing and implementing their SSG/R support policies and programmes and thus help them to be more effective partners for countries engaging in reform processes.

3. We contribute to **international policy development** through applied policy research and by transferring knowledge that facilitates the development of norms, standards, and good practices related to SSG/R.

To achieve our mission, we pursue **four main activity lines**:

1. We provide legal, policy and technical advice on how to develop and implement SSG/R legislative frameworks, policies and programmes.

2. We assist in the development of capacities at the individual, institutional and societal levels.

3. We promote norms, standards and good practices related to SSG/R.

4. We create knowledge products and tools and make them available for free use by SSG/R practitioners globally.

Our approach

The below points summarize the most salient features of our approach which distinguish us from competitors and enable us to bring added value to the collective effort of addressing challenges related to security sector governance:

- As a result of our **reputation as a uniquely trusted partner** developed over 20 years, we are entrusted to work on highly sensitive issues such as intelligence oversight and post-conflict security arrangements. Our profile as a Swiss-based, impartial, politically unbiased partner is central to our ability to work with a wide range of state and non-state actors.

- Transformation of the security sector requires behavioral change and is based on long-term partnerships. Based on this understanding, we provide **long-term assistance to national reform processes**.

- We identify needs and gaps together with our local or international partners. Analyses, assessments, programs and reviews based firmly on the principles of **local ownership** pave the way for sustainable capacity-building efforts and effective support to nationally owned reform processes.

- We **combine innovative research, programmatic, and advisory assistance** to connect policy and practice in a way that is mutually reinforcing, and offer our partners high-quality services across the spectrum of SSG/R. Our contribution is based on lessons learned from experience and comparative evidence collected from over 80 countries.

- We apply **state-of-the-art methodology** to help identify needs and gaps, develop sound strategies and policies, design and implement reform programs, develop trainings, facilitate coordination, regularly evaluate ourselves and the work of others, and navigate the political aspects of SSR processes. Our approach is consultative, inclusive and participatory.

- We convene and facilitate **multi-stakeholder cooperation** and processes which include beneficiaries, donors, the public and private sector, and state and non-state actors in order to maximize the effectiveness of aid.

- We strive for innovation and **document and share our accumulated knowledge and experience freely** with national partners and the international community to inform and support SSG/R policy development and good practices at all levels.

- We are a **nimble and versatile organization** with an ability to rapidly mobilize political and donor support among DCAF's membership and beyond to quickly and effectively respond to the urgent needs of our partners and beneficiaries.

DCAF's three main vectors of support

Directly supporting national partners

Assisting international actors (donor countries, multilateral organizations)

Contributing to international policy development

DCAF's four activity lines

Provision of legal and policy advice

Assistance in the development of capacities at individual, institutional and societal levels

Promotion of norms and good practices

Creation of knowledge products as unrestricted publications

DCAF's partnerships

Police

Judiciary

Ombuds institutions

Media

Multilateral organizations

Intelligence services

Development agencies

Parliaments

Border police

Private sector

Ministries

Armed forces

Civil society

DCAF's thematic focus areas

Border management

Gender and security

Parliamentary oversight

Business and security

Independent oversight institutions

Police and law enforcement reform

Civil society and media oversight

Intelligence governance

Defence reform

Justice sector reform

III. Strategic objectives

Objective 1: Reaffirm the value of democratic governance in addressing current and emerging security challenges

With increasing pressure on democratic institutions, the next five years will be a particularly important time to build on successful efforts, concretely demonstrate how democratic governance can improve the delivery of security and justice, and identify new entry points for strengthening security sector governance.

Our own analysis, and that of our partners, clearly shows that assistance to national reform processes focusing on democratic governance, including regulatory frameworks, management and oversight of security and justice provision, will remain essential in countries undergoing democratic transition or consolidating their democratic systems. Also important will be enabling greater participation of key non-state actors (for example civil society, the media, and the private sector) to contribute to

the strengthening of democratic governance of the security sector. It will be important to work with all relevant local partners to explore new ways of applying principles of democratic governance across the range of contexts in which we work to ensure our efforts are locally appropriate and sustainable.

All states and societies will continue to adapt and respond to current and emerging global challenges such as climate change, corruption, cyber threats, health crises, migration, organized crime, and violent extremism. Our role is twofold. Through research and sharing lessons we anticipate and analyse the implications these issues may have for the security sector. And, through operational and training programmes, we support partners to develop innovative responses to these challenges based on principles of democratic governance.

It will be also important to demonstrate the positive changes that can be achieved through democratic governance of the security sector. This will be done through targeted contributions to international fora, and through knowledge products and methodologies that draw from our growing experience in the field.

Objective 2: Enhance SSG/R engagement in fragile and conflict-affected contexts

While investments in SSG/R are required across all contexts, the needs are particularly acute in fragile and conflict-affected states. Fragile states are at a higher risk of slipping into self-reinforcing cycles of internal conflict, economic decline, and humanitarian emergencies that can destabilize entire regions, spill over borders, and lead to forced migration. By enhancing our engagement in fragile states and focusing on building inclusive, accountable, effective security institutions, DCAF can make a tangible contribution to the broader global goals of addressing fragility, sustaining peace, and preventing conflict.

Our focus in the next five years will be on two regions particularly affected by fragility: the Middle East and North Africa, and Sub-Saharan Africa. Support to national partners

Assistance to national reform processes focusing on democratic governance, including regulatory frameworks, management and oversight of security and justice provision, will remain essential in countries undergoing democratic transition.

implementing security sector reform in these two regions will be combined with contributions to international missions and programmes, in particular those carried out by the United Nations, the European Union, and the African Union.

An increased focus on fragility requires agile programming and a deep understanding of the local context. Fragile and conflict-affected states have limited capacity to carry out governance functions; their security landscapes are fragmented, with a wide array of actors - both state and non-state, formal and informal - closely intertwined. To improve security governance in these complex environments, DCAF will prioritize multi-stakeholder approaches which may include local communities, business and other non-state actors, as well as informal security-related arrangements and practices. In the same vein, our increasing field presence will be leveraged to strengthen local partnerships and better inform and enable DCAF's work. We will also support international partners through assessments, evaluations, analysis, professional development and training to inform decision making and better prepare advisers to operate in fragile and conflict-affected contexts.

To enhance the contribution of SSG/R to conflict resolution and prevention, we will also seek to facilitate earlier consideration of security sector governance in peace processes. Even in contexts in which security conditions prevent DCAF from being physically present, it is possible to explore alternative means of engaging, including creating networks that can contribute to reforms when conditions are right. Innovative approaches will be required to better link security sector reform with the consolidation of peace and preventing a relapse into conflict.

Objective 3: Strengthen the contribution of SSG/R to international policy and practice

Agenda 2030 for Sustainable Development and a number of more specific international policy frameworks place a renewed focus on the role of well-governed institutions in development,

Innovative approaches will be required to better link security sector reform with the consolidation of peace and preventing a relapse into conflict.

conflict prevention and peacebuilding. These frameworks offer considerable potential to better link SSG/R with broader efforts to develop accountable, effective institutions. At the same time, advances have been made in policy frameworks focused specifically on SSG/R. Our focus in the coming years will be helping our partners translate these policy commitments into concrete improvements to security governance.

SSG/R has a clear role to play in realising the objectives of the broader international agendas, such as the Agenda 2030 for Sustainable Development, the UN's Sustaining Peace agenda, Women, Peace and Security, and Business, Security and Human Rights. DCAF will ensure that the principles underpinning these frameworks are embedded in our own research, advisory and operational work, and help our partners do the same as they design and carry out their own reforms. We will also develop knowledge products that highlight the connections between SSG/R and international policy agendas.

It will also be important that key current policy frameworks and relevant future international policy processes are informed by a SSG/R perspective. DCAF's rich experience from the field can be leveraged to provide insights into the challenges and opportunities associated with implementation of the current policy frameworks. Our policy research, engagements in new international policy processes, and targeted contributions to international fora will be key in shaping future policy agendas.

DCAF has made particularly important contributions to the development of international policy frameworks specific to SSG/R. The emphasis is now on implementation and adaptation of these frameworks, a process DCAF will support through capturing and sharing lessons learned, developing practical guidelines and toolkits, and supporting periodic reviews of implementation.

Objective 4: Tailor the organization to better deliver its mandate

To enable the delivery of the three strategic objectives mentioned above, DCAF must remain competitive and offer our partners the best possible value for money. In addition, distinguishing ourselves from other actors in the field requires a strong focus on where DCAF adds value and delivers results. The efficient use of resources and continued optimization of our operating model will also be key to achieving our strategic goals. Improvements planned for 2020-2024 will build on positive developments from the last strategy period in areas such as organizational development, human and financial resource management, and results-based management (RBM).

It is essential that we actively manage risks to ensure we are poised to identify and take advantage of new opportunities that may arise.

In the coming period we will invest in our main asset – our people – to ensure we are able to attract, retain, and develop staff with the specialized up-to-date skills, expertise, and motivation required to carry out our mandate. We will realise and consistently apply gender equality across DCAF and ensure our emphasis on gender equality in external programmes is fully reflected in our own organization.

Translating our experience into usable knowledge, organizational learning, and strengthening our culture of collaboration will be another important area for development. Lessons from the results-based management (RBM) will continue to inform our future engagements and strategic steering. The development of new technical tools and an added focus on cross-departmental learning will enhance how the different parts of the organization manage knowledge and work together as 'one DCAF' to deliver seamlessly integrated services.

Having sufficient financial resources will be crucial for the realization of our strategic objectives. This will be particularly relevant for the period 2020-24 as we expect it to be impacted by the consequences of the COVID-19 crisis. We will optimize the mobilization and management of our financial resources through the development of a corporate fundraising strategy which will emphasize the need for further diversification of our funding sources. We will also strive to ensure that at least half of our annual income comes from sources other than the core grant provided by Switzerland. In our relations with other key donors, we will aim for multi-year funding commitments to improve predictability and sustainability, and allow for greater alignment of DCAF's work with our partners' priorities. We will also carefully manage resources in order to support contingencies that may arise around temporary reductions in income or significant disruptions to our operations.

DCAF works in environments characterized by varying degrees of political and security volatility. The COVID-19 crisis, like major shifts in the global security landscape that came before it, is also a reminder of the ways in which our operations can be impacted by factors beyond our control. Therefore, it is essential that we actively manage risks and ensure we are poised to identify and take advantage of new opportunities that may arise. A priority in the coming years will be the further development

of a comprehensive system to assess and manage contextual, operational, institutional and financial risks, with a particular emphasis on ensuring the safety and security of staff in the field.

It is clear that internal efforts alone will not be sufficient to guarantee successful implementation of the strategy. Active involvement of our Foundation Council members, members of the Bureau, ISSAT Governing Board, Steering Committees for the Trust Fund for North Africa and Security and Human Rights Implementation Mechanism, and other governing bodies will be of critical importance. We will expect all our members and partners to facilitate the deve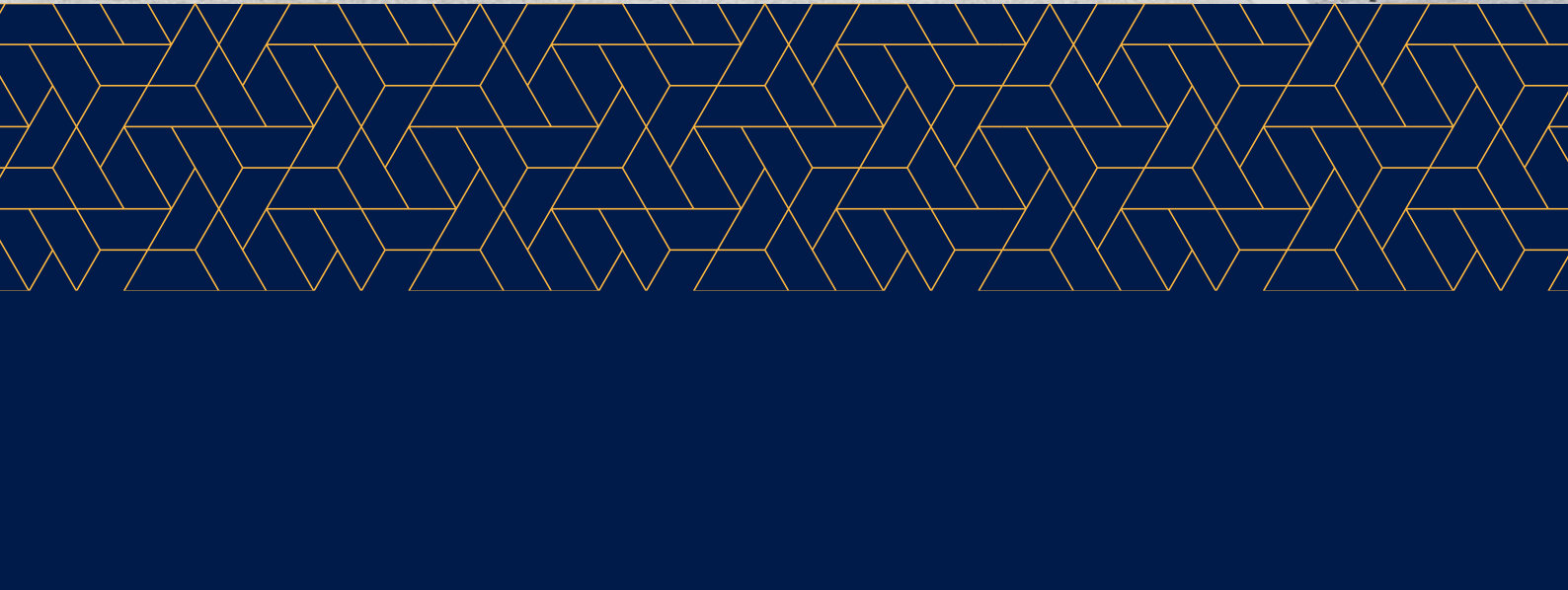lopment of strategic multi-year partnerships and access to funding; to identify opportunities for cooperation; and, through advocacy, raise awareness about DCAF's mission and work.

We will also continue to seek opportunities to work more closely with the other Geneva Centres as well as other organizations in International Geneva and the Maison de la Paix in order to take full advantage of our location and the wealth of opportunities it provides to develop meaningful and innovative partnerships.

By joining forces and combining efforts with our members and partners, we will be better equipped to implement the new strategy and move closer to the realization of our vision.

DCAF STRATEGY 2020-2024: MISSION, OBJECTIVES AND ORGANIZATIONAL ENABLERS

To improve the governance of security sectors around the world through nationally owned, inclusive, and participatory reforms based on international norms and good practices

1. Reaffirm the value of democratic governance in addressing current and emerging security challenges

Strengthen democratic governance as an essential pillar of our work

Drive innovative responses to current and emerging security challenges

Demonstrate positive change from democratic governance of the security sector

2. Enhance engagement in fragile and conflict-affected contexts

Develop approaches more suitable to fragile contexts

Engage earlier in support of peace processes and prevention

3. Strengthen the contribution of SSG/R to international policy and practice

Reinforce the implementation of international security and development policy

Shape international security and development policy from an SSG perspective

4. Tailor the organization to better deliver its mandate

Invest in our people to support the mission

Realise gender equality across the organization

Strengthen knowledge management

Optimize resource mobilization and allocation

Actively manage risks and opportunities

IV. Our resources

Human Resources

As a knowledge organisation, DCAF's main asset is our people. Our organization strives to attract and retain experienced personnel and – as outlined in Objective 4 – considers investment in people to be an organizational priority. It is our people who bring knowledge and innovation, offer expertise, and develop partnerships. Our 200-plus staff members come from over 40 countries with a wide range of experience in security, development, public sector reform, peacebuilding and corporate services. We are proud to have such a diverse and talented team and are committed to fostering diversity in all forms. Going forward, this will include ensuring gender balance across the organization based on the principle of gender equality as well as deepening our expertise from different countries, regions, and professional backgrounds to provide the best possible advice to our partners.

Over the past two decades, DCAF's role has continued to evolve and now includes a strong emphasis on accompanying our partners in the field as they design and implement reforms. Today, we have 13 field offices and just over 25% of our staff are based in the field. Our staff in headquarters and the field intimately understand the national and regional contexts in which we work and can adapt our advice and support to meet specific needs.

Our staff in headquarters and the field intimately understand the contexts in which we work and can adapt our advice and support to meet specific needs.

Financial Resources

In 2019, DCAF operated on a budget of CHF 31.3 million, of which 43% was core funding and 57% was project funding. 80% of DCAF's total income in 2019 was provided by five donors. Switzerland and Sweden together provide 91% of DCAF's core funding. Switzerland has been DCAF's largest donor overall, with a total of CHF 14.3 million in 2019, followed by Germany, the European Union, the Netherlands, the United Kingdom, Norway, Sweden, and Canada.
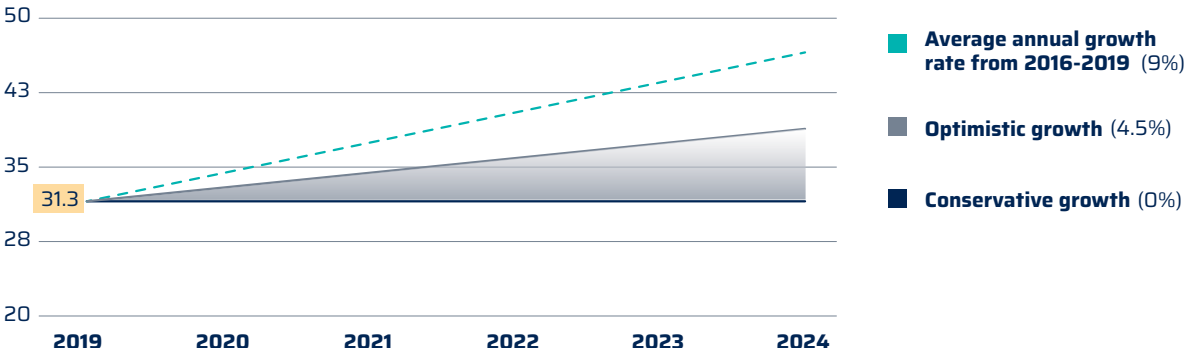
DCAF strives to maintain a flexible funding model that enables rapid, responsive operational deployment and forward-thinking policy research. This model, which also includes pooled funding approaches, has allowed DCAF to provide timely support to partners and anticipate and respond to emerging needs. Strategic partnerships involving multi-year funding are particularly important to increase the predictability of funding, support the long-term approaches required to bring about sustainable change, and better align DCAF's technical advice with donors' strategic priorities. In recent years, this has been paired with a strong emphasis on results-based management to ensure that DCAF provides value for money to its partners and invests effectively to enhance the impact of our work.

In the period from 2016-2019, DCAF experienced significant growth with average annual budget increases of 9.0%. In light of the current uncertainties regarding the impact of COVID-19 on future funding streams, our primary financial objective for the next strategy period will be to secure our current funding level. At the same time, and considering the continuous strong demand for DCAF's expertise and services, we will continue to seek and seize opportunities which would allow us to grow moderately and sustainably. However, given the current funding uncertainty, we would consider unrealistic any average annual growth rate expectation which is higher than 4.5% over the entire strategy period. While it is not currently possible to reliably gauge the financial impact of COVID-19 on the period 2020-24, we are not assuming an entirely

linear growth trajectory from year to year. Our expected growth rate is therefore embedded within a growth range from 0% to 4.5% in order to account for likely fluctuations. Whether or not DCAF will be able to achieve its expected annual average growth will also depend on our success in diversifying our funding sources and in maintaining a sound balance between our core and project funding.

DCAF Financial Projections 2020-24 (CHF millions)

Legend:
- ■ Average annual growth rate from 2016-2019 (9%)
- ■ Optimistic growth (4.5%)
- ■ Conservative growth (0%)

Y-axis: 50, 43, 35, 31.3, 28, 20
X-axis: 2019, 2020, 2021, 2022, 2023, 2024

V. Implementation, monitoring and performance

The Annex below contains an implementation framework that translates our strategic objectives into the tangible accomplishments that we expect to achieve by 2024. It also includes indicators to monitor progress.

Expected accomplishments for our strategic objectives will contribute to the immediate and intermediate outcomes articulated in our corporate results framework. While this strategy sets programmatic priorities for the next five years and the implementation framework in the annex translates them into results at the output level, the higher level results (outcomes) of DCAF's work will continue to be measured through our results-based management (RBM) system and reported in our annual performance report. The RBM system and the strategy implementation framework will be used in combination to support strategic steering and decisions on future engagements and resource allocations. In order to neatly align the priorities reflected in the strategy and the RBM system the latter will be reviewed and, if necessary, adjusted. Concrete steps, activities and resources used in the implementation of the strategy will be reflected in DCAF's annual corporate and departmental work plans and budgets.

While the stategy sets programmatic priorities for the next five years, the implementation framework translates them into results at the output level.

We see our new five-year strategy as a living reference document rather than a rigid frame. We will continuously reflect on whether we are still on track to reach our objectives, whether we are achieving the desired outcomes (RBM), and whether we need to adjust our strategic vectors in response to new external factors.

Annual planning and budgetary processes, along with regular exchanges with DCAF's Bureau, Foundation Council and other members, stakeholders and partners, will allow us to remain well informed, agile and adaptive, but always based on a robust results-based approach.

Annex: Strategy Implementation Framework

Vision

A world in which human and national security are provided within democratically governed, accountable, and effective security sectors, thus creating an environment which is conducive to sustainable peace and development.

Mission

To improve the governance of security sectors around the world through nationally owned, inclusive, and participatory reforms based on international norms and good practices.

Objectives

1	2	3	4
Reaffirm the value of democratic governance in addressing current and emerging security challenges	Enhance engagement in fragile and conflict-affected contexts	Strengthen the contribution of SSG/R to international policy and practice	Tailor the organization to better deliver its mandate

Sub-Objectives

• 1.1 Strengthen democratic governance as an essential pillar of our work	• 2.1 Develop approaches more suitable to fragile contexts	• 3.1 Reinforce the implementation of international security and development policy	• 4.1 Invest in our people to support the mission
• 1.2 Drive innovative responses to current and emerging security challenges	• 2.2 Engage earlier in support of peace processes and prevention	• 3.2 Shape international security and development policy from an SSG perspective	• 4.2 Realise gender equality across the organization
• 1.3 Demonstrate positive change from democratic governance of the security sector			• 4.3 Strengthen knowledge management
			• 4.4 Optimize resource mobilization and allocation
			• 4.5 Actively manage risks and opportunities

Reaffirm the value of democratic governance in addressing current and emerging security challenges

SUB-OBJECTIVES	EXPECTED ACCOMPLISHMENTS	INDICATORS
1.1 Strengthen democratic governance as an essential pillar of our work	1.1.1 Programmes and expertise focus on national reform processes related to regulatory frameworks, management, and oversight of security and justice provision	• Number of national reform processes supported focusing on democratic governance • Number of internal and external control mechanisms to which DCAF has contributed
	1.1.2 Operational engagements and research empower key non-state stakeholders to contribute to the strengthening of democratic governance of the security sector	• Number of projects enabling greater participation of non-state actors, including civil society, business and media • Number of projects which promote gender equality
	1.1.3 Democratic governance is actively promoted in international fora	• Extent to which presentations, concept notes and other similar contributions feed into relevant international fora
1.2 Drive innovative responses to current and emerging security challenges	1.2.1 Research and lessons are made available on how SSG relates to global security challenges such as climate change, corruption and organized crime, cyber threats, health crises, migration and violent extremism	• Number of studies on how SSG relates to global security challenges • Extent to which lessons are identified from operational engagements in these areas
	1.2.2 Operational programmes enable innovative governance responses to current and emerging security challenges	• Number of national or regional processes supported with a focus on emerging security challenges • Number of projects which focus on the role of SSG in addressing violent extremism
	1.2.3 Trainings for partners incorporate lessons and good practices addressing current and emerging security challenges	• Number of training curricula incorporating lessons and good practices with a focus on emerging security challenges
1.3 Demonstrate positive change from democratic governance of the security sector	1.3.1 Knowledge products inform how democratic governance contributes to improved security and justice provision	• Number of knowledge products developed
	1.3.2 Lessons from positive changes are captured in methodologies and shared with partners	• All methodologies are based on good practice (Y/N) • Number of engagements in which DCAF has shared methodological insights on positive changes from democratic governance

Enhance engagement in fragile and conflict-affected contexts

SUB-OBJECTIVES	EXPECTED ACCOMPLISHMENTS	INDICATORS
2.1 Develop approaches more suitable to fragile contexts	2.1.1 Operational engagement is increased in Sub-Saharan Africa and the Middle East and North Africa	• Increase in the number and size of engagements supporting reform processes in these regions
		• Increase in the number of engagements in support of the UN, EU, and AU in these regions
	2.1.2 Programmes take into account the role of multi-stakeholder approaches incorporating local communities, businesses, other non-state actors and informal security-related arrangements and practices	• Number of projects focusing on multi-stakeholder approaches
		• Number of projects promoting good SSG in the field of business, security and human rights
	2.1.3 Field presence is leveraged to strengthen local partnerships and better inform and enable DCAF's work	• Number of strategic partnerships with local institutions and organisations
		• Number of new research projects or initiatives conducted with local partners
2.2 Engage earlier in support of peace processes and prevention	2.2.1 Advice and expertise contribute to earlier inclusion of SSG-related aspects in peace processes	• Extent to which DCAF engages in the earlier phases of peace processes
		• Number of knowledge products describing the linkages between SSG and peace processes
	2.2.2 Operational programmes contribute to consolidation of peace and prevention of relapse into conflict	• Number of projects supporting the sustainability of peace agreements and similar arrangements
		• Number of projects which incorporate a focus on security institutions as drivers of conflict
	2.2.3 International partners and advisors are supported to better engage in fragile and conflict-affected contexts	• Number of activities supporting the preparation of international partners before deployment
		• Number of activities supporting decision making of international partners and advisors on how to engage in fragile and conflict-affected contexts

Strengthen the contribution of SSG/R to international policy and practice

SUB-OBJECTIVES	EXPECTED ACCOMPLISHMENTS	INDICATORS
3.1 Reinforce the implementation of international security and development policy	3.1.1 Support to SSG programmes promotes the goals and principles contained in relevant international policy agendas	• Number of operational contributions relating to the implementation of the Women, Peace and Security Agenda • Number of operational contributions which are shaped according to the good practices contained in the Voluntary Principles on Business and Human Rights
	3.1.2 The implementation of multilateral and regional organisations' SSG policy frameworks are effectively supported	• Number of guidelines and tools supporting international partners to implement SSG policy frameworks • Number of reviews of the implementation of SSG policy frameworks by international partners
3.2 Shape international security and development policy from an SSG perspective	3.2.1 Opportunities for integrating SSG into international policy agendas are identified and promoted (such as the Agenda 2030 for Sustainable Development; Sustaining Peace; Women, Peace & Security; Business & Human Rights)	• Number of knowledge products describing linkages between SSG/R and relevant policy agendas • Number of engagements in international policy development processes
	3.2.2 Expertise, advice and lessons from the field are leveraged to inform the development of international policy frameworks	• Extent to which policy recommendations drawn from practice are shared

Tailor the organization to better deliver its mandate

SUB-OBJECTIVES	EXPECTED ACCOMPLISHMENTS	INDICATORS
4.1 Invest in our people to support the mission	**4.1.1 Talented staff are attracted and retained**	• Attractive Employee Value Proposition is developed and implemented (Y/N) • Increase in retention rate of talented, high-performing staff • Increase in level of engagement and satisfaction of staff
	4.1.2 Staff knowledge, skills, and abilities are continuously developed	• A periodical assessment of organizational needs is carried out (Y/N) • Increase in time allocated per employee for development purposes
4.2 Realize gender equality across the organization	**4.2.1 Gender equality is integrated in all internal policies and procedures**	• All relevant policies and procedures have integrated the gender equality principle • A gender equality perspective is integrated in the recruitment process (Y/N) • Proportion of staff trained on gender equality and gender bias, and on gender mainstreaming in programmes
	4.2.2 Gender equality is consistently applied	• Percentage of managerial positions held by women and men • Pay equality in same or like positions • All aspects of DCAF's gender policy are implemented (Y/N)
4.3 Strengthen knowledge management	**4.3.1 Experience is translated into knowledge to inform future engagement**	• Strategic steering and the programme cycle are informed by lessons from the RBM (Y/N) • Extent to which programming incorporates periodic evaluation results and corporate knowledge
	4.3.2 DCAF's culture of collaboration is strengthened and supported by processes, platforms, and tools	• A corporate portal is in place for access to key information and programme documentation (Y/N) • Increase in the number of cross-departmental learning events

Tailor the organization to better deliver its mandate *(continued)*

SUB-OBJECTIVES	EXPECTED ACCOMPLISHMENTS	INDICATORS
4.4 Optimize resource mobilization and allocation	**4.4.1 A fundraising strategy is developed and implemented to increase financial predictability and sustainability**	• At least 50% of income streams originate from sources other than the Swiss core grant • Number of new multi-year strategic partnerships agreements with donors • Increase in the number of donors
	4.4.2 Decisions on how to allocate resources are based on enhanced data, processes and tools	• Integrated budget planning and controlling framework is in place (Y/N)
4.5 Actively manage risks and opportunities	**4.5.1 A comprehensive risk management system is established to manage contextual, operational and institutional risks**	• A formal risk management framework is defined and used by 2022 (Y/N) • Internal controls are performed periodically at headquarters and local offices (Y/N) • Total treasury reserves represent at least 3 months of operating expenses (Y/N)
	4.5.2 Staff security and safety risks are mitigated based on policies, guidelines, and increased preparedness	• Policies and guidelines are annually reviewed and lessons learned from events incorporated (Y/N) • Yearly crisis management exercises take place (Y/N)
	4.5.3 Institutional governance is optimised to better support DCAF's mandate	• Number of strategic and donor partnerships facilitated by Foundation Council members • Tailor-made information is periodically provided to Foundation Council members and international partners (Y/N)

DCAF

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