



SSURGE TEAM

STANDING CAPACITY FOR SECURITY SECTOR REFORM & GOVERNANCE



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2024

ANNUAL REPORT



OROLSI
OFFICE OF RULE OF LAW
AND
SECURITY INSTITUTIONS

Who we are

The Standing Capacity for Security Sector Reform and Governance (SSuRGe Team) is a rapid response capability of the United Nations, consisting of leading experts on security sector reform & governance (SSR&G).

Based at the UN Global Service Centre (UNGSC) in Brindisi Italy, we deliver tailored support to Member States through the UN's global network of peace operations, special political missions and country teams as well as to Member State governments and regional organisations engaged in SSR&G. Since its establishment in 2021, the SSuRGe Team has provided expert assistance across diverse settings, including fragile and conflict-affected states in North and Sub-Saharan Africa, as well as in the Middle East.

Guided by the United Nations' SSR&G agenda, the SSuRGe Team contributes to sustaining peaceful societies, preventing relapses into conflict, and promoting stability in crisis-affected regions. This is achieved through a range of targeted interventions both in-person and remotely, to enhance partners' efforts in developing accountable, professional, and inclusive security institutions grounded in human rights and the rule of law.

We are reinforced by an established global network of experts from leading organisations on SSR&G, including the African Security Sector Network (ASSN), DCAF's International Security Sector Advisory Team (ISSAT), the Folke Bernadotte Academy (FBA) and the Latin American Security and Defence Network (RESDAL).

Our areas of expertise include:

- Security sector governance, police reform, defence reform, border security, climate security, public financial management, gender and youth.
- SSR assessments; SSR planning, coordination, monitoring, evaluation and resource mobilisation; national dialogues; policy and strategy development, process facilitation, capacity building and training



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Executive Overview

In 2024, the SSuRGe Team actively supported UN field presences and Member States to address urgent needs and complement the expertise available in peacekeeping operations, special political missions, resident coordinator offices and United Nations Country Teams. We supported eight countries in Africa and Western Asia, operating at 89% engagement capacity.

Countries Supported

Countries the SSuRGe Team operated in, in 2024 include:

1. Cameroon
2. Democratic Republic of Congo
3. Gabon
4. Libya
5. Mali
6. Sao Tome and Principe
7. Somalia
8. Yemen

Areas of Engagement

We have delivered comprehensive support to UN entities and country teams through a combination of in-country deployments and remote assistance, effectively covering multiple areas of engagement.

Our key areas of engagement in 2024 include:

- Capacity assessment and analysis
- Lessons sharing and capacity building
- Monitoring and evaluation
- National security sector review
- Policy and strategic advice in transition planning
- Strategic planning



2024 Engagements

Democratic Republic of Congo (DRC)
MONUSCO
June - November, 2024

Transition Implementation

Provided capacity building for the National Security Council and Mission's structural adjustment for the transition implementation

As it evolves with its transition implementation, through the good offices of its Special Representative, MONUSCO is advocating for a comprehensive security sector reform process led by national institutions. In that vein, the SSuRGe Team undertook three deployments in support of the mission.

We facilitated a study visit in Senegal for the sharing of experiences for a mixed team of Congolese security actors including the Congolese National Police (PNC), the Armed Forces of the DRC (FARDC), the justice system and the prison administration, led by the National Security Council (CNS). This was to enable them learn from effective SSR processes of other West African countries through various exchanges and feedback. Targeted capacity-building sessions on the UN approach to SSR&G were delivered.

We also deployed in the DRC to follow up on the capacity building of the CNS, and provided strategic advice and mentorship to strengthen national ownership of the process, leading to national consultations in view of the development of the National Security Policy.

Following the merger of MONUSCO's Security Sector Reform (SSR) and Justice and Corrections Units into the Rule of Law and Security Institutions Division (ROLSID), we supported the newly established Division to develop its joint work plan, and train its members on the UN SSR&G approach in the context of the DRC, with the objective of ensuring alignment with the "fit for purpose" approach of the mission.

Photo: SSuRGe Chief, Ms. Mpako Foaleng (second from right) and UN SSR expert, Mr. Abdelmajid Belfaiz (first from far left), pose with a mixed team of Congolese security actors in Senegal, following the conclusion of the MONUSCO study visit. July 2024



Gabon, Cameroon, São Tomé and Príncipe UNOCA March, 2024

Capacity Assessment and Analysis

Identified UNOCA's capacity gaps in Rule of Law and Security Institutions and recommended options to address them

At the request of UNOCA, the SSuRGe Team deployed to conduct an assessment of Gabon, Cameroon and São Tomé and Príncipe. The assessment evaluated UNOCA's capacity requirements, proposed options to strengthen its expertise in Rule of Law and Security Institutions (ROLSI)-related areas, and assessed the support needed at country level to address ROLSI issues. Critical gaps were identified and actionable recommendations to strengthen UNOCA's capacity on ROLSI were provided.

Libya UNSMIL January and February - August, 2024

Lessons Sharing and Capacity Building on Security Sector Governance

Enhanced UNSMIL's capacity to sustain SSR&G related dialogue on security sector governance among key security sector actors

Throughout 2024 at the request of UNSMIL, we deployed three times to complement the Mission in providing capacity building, lessons sharing as well as advisory support on security sector governance in view of the preparation of the conditions for a unified security architecture. Actors targeted from the east, west and south included the House of Representatives (HoR) and the 5+5 Joint Military Committee (JMC), security officials, the security sector ministries as well as civil society actors.

The focus was on civilian oversight with an emphasis on prospects for the establishment of a cohesive and efficient strategy for SSR&G which is inclusive and gender sensitive. Technical advice and expertise were provided to clarify the specific roles and responsibilities of security actors in SSR&G as applicable in the Libyan context. Our support contributed to sustaining the platform for continued dialogue in search of entry points to advance the SSR process in Libya.

Photo: SSuRGe Chief, Ms. Mpako Foaleng poses in a group photo together with members of the HORs, the 5+5 Joint Military Committee, and UNSMIL colleagues. August 2024



Mali African Union Mission in Mali & the Sahel July - August , 2024

Monitoring and Evaluation

Built the capacity of the Malian National SSR Committee

After a request was received from the Government of Mali through the African Union Mission, we deployed in Mali and supported the National SSR Committee to provide tailored capacity building sessions on monitoring and evaluation of the security sector reform process. The support strengthened the Malian authorities' capacity to evaluate their two-year-old national Security Sector Reform (SSR) strategy aimed at rebuilding strong, accountable and effective national security institutions. We contributed to laying the foundation for the development of an M&E framework which serves as a key tool to assess the ongoing implementation of Mali's national SSR strategy and prepare for the final evaluation in 2024.



Photo: In progress - capacity building training on M&E for Malian government officials supported by the SSuRGe Team. July 2024

São Tomé and Príncipe Resident Coordinator's Office June - November, 2024

National Security Sector Review

Developed an inclusive and participatory security sector review plan

At the request of the Prime Minister of São Tomé and Príncipe to the Resident Coordinator (RC), the SSuRGe Team provided strategic advice on the conduct of a national security sector review process. We developed a comprehensive plan for a government-led security sector review with an emphasis on accountability of security institutions operating under civilian control within a framework of the rule of law and respect for human rights, through an inclusive and participatory approach.

Strategic Analysis

At the request of the RCO, we provided analytical input on SSR&G to the UN's Common Country Analysis and the Sao Tomean Nation's Development Plan 2025-2039.



Photo: SSuRGe Team experts Mr. Mick Van Dan berg and Ms. Anicia Lala (first and Second from the top left), engage STP military leaders in view of the National SSR review. June 2024

Somalia UNSOM April, 2024

Policy and Strategic Advice in Transition Planning

Provided strategic advice, enhancing the effectiveness of UNSOM's Rule of Law and Security Institutions

The SSuRGe Team reinforced a technical review team from the Office of Rule of Law and Security Institutions (OROLSI) of the Department of Peace Operations (DPO) which deployed in Mogadishu to the United Nations Assistance Mission in Somalia (UNSOM) in view of the future drawdown of the mission. The SSuRGe Team provided strategic and policy advice on SSR, leading substantive discussions with key federal Somali government, security sector stakeholders and international partners to ensure coherence of efforts for a Somali-led security sector reform.

As a result, we contributed to the development of strategic recommendations to ensure that the Rule of Law and Security Institutions Group within UNSOM is best positioned to deliver its mandate closely aligned with the evolving political process in Somalia.

Yemen OESGY March, 2024

Strategic Planning

Enhanced OESGY capacity and translated ceasefire and transitional security issues into planning

At the request of the Office of the Special Envoy for Yemen (OESGY), the SSuRGe Team deployed in Amman to support a critical planning and review process conducted by the Mission to assess the impact of the rapidly evolving situation in Yemen, given escalations in the Red Sea, on the trajectory of the peace process. The Team contributed expertise on ceasefire and transitional security issues, offering insights on possible scenarios, risks, and alternatives to the current Mission's approach, while ensuring that progress made thus far and key relationships were preserved. The insights, expertise and recommendations we provided on these critical issues greatly informed OESGY's strategic planning.

Photo: SSuRGe Chief, Ms. Mpako Foaleng together with other members of the technical review team in Somalia in support of UNSOM. April 2024



The SSuRGe Team Operates Thanks to the Generous Contributions of our Donors



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“A special thank you to our valued donors—Germany, Italy, and the Netherlands — whose generous contributions serve as the cornerstone of our achievements. As an extra-budgetary funded capacity, the SSuRGe Team is honored by the growing interest from countries seeking to collaborate with us. To meet this rising demand and sustain our impact, we warmly welcome continued financial support and in-person secondments, ensuring we can keep delivering transformative results.”

- Ms. Mpako Foaleng,
Chief, SSuRGe Team



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