



SSURGE TEAM

STANDING CAPACITY FOR SECURITY SECTOR REFORM & GOVERNANCE



UN Photo/Iason Foounten

2025 ANNUAL REPORT

UNITED NATIONS STANDING CAPACITY FOR
SECURITY SECTOR REFORM AND GOVERNANCE



United Nations
Peacebuilding
and Peace Support

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, the Team delivers 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 States 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 across Africa and 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.

The SSuRGe Team is reinforced by a 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), and the Latin American Security and Defence Network (RESDAL). Additionally, the Team has built strong synergies for impact with the other UN standing capacities, such as Police, Justice and Corrections, Disarmament, Demobilization and Reintegration (DDR), and Mine Action Service (UNMAS).

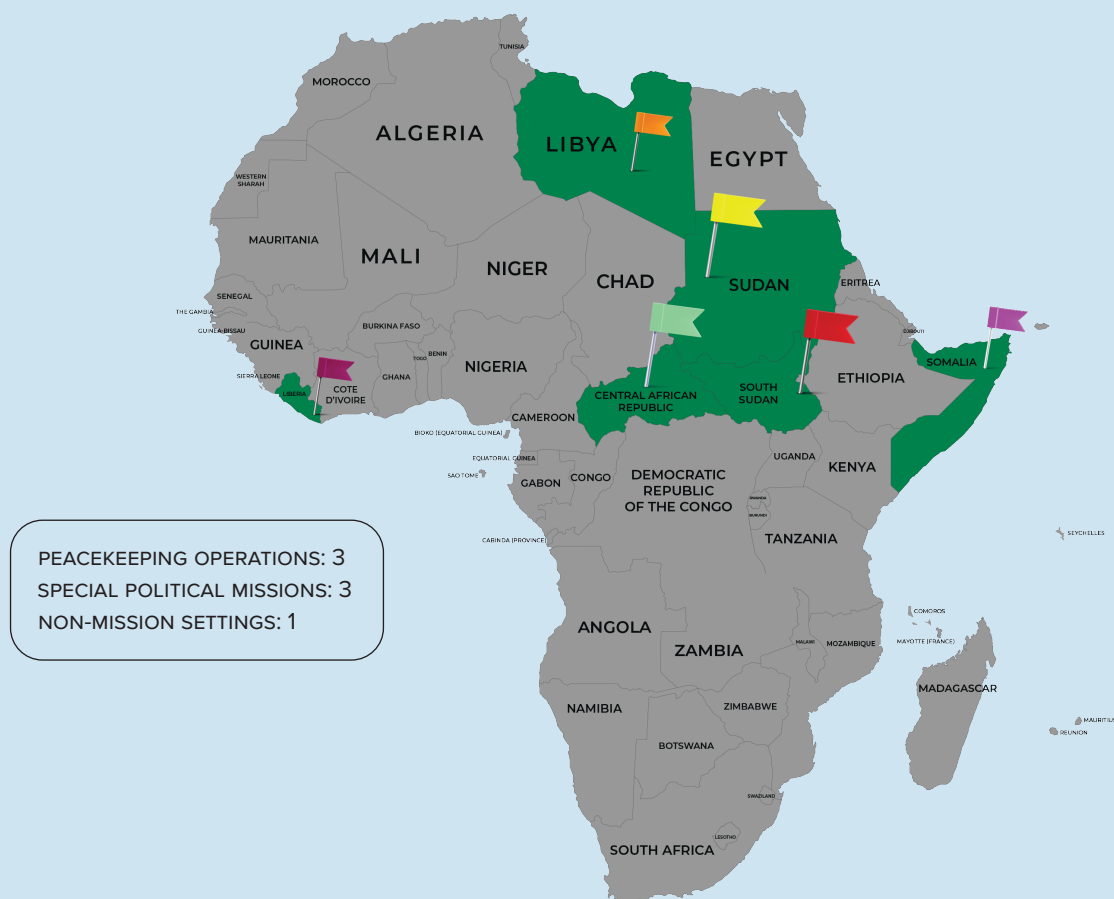
Our areas of expertise include:

- 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.

UN Photo/Harandane Dicko



EXECUTIVE OVERVIEW



Summary

In 2025, the SSuRGe Team operated at its maximum capacity and provided support across six countries in Africa. All engagements integrated gender-responsive approaches and contributed to strengthening national security institutions, enhancing coordination across UN actors, and advancing sector-wide reform efforts.

Countries Supported

The SSuRGe Team provided expert support to the following countries in 2025:

1. Central African Republic
2. Liberia
3. Libya
4. Somalia
5. South Sudan
6. Sudan

Areas of Engagement

The SSuRGe Team provided extensive support to UN entities and country teams through a combination of in-country deployments and remote assistance, effectively covering a broad range of engagement areas which include:

- SSR programme design
- Capacity building and operational effectiveness
- Strategic advice and policy guidance
- Transition planning and coordination
- Monitoring and evaluation
- National security sector review
- Gender and inclusive SSR

2025 ENGAGEMENTS

Central African Republic (CAR)
UNDP and MINUSCA
January - March, 2025

Programme Design and Capacity Analysis

Strengthened UNDP CAR and MINUSCA's technical capacities to effectively support the CAR authorities in the design of a new joint SSR support programme

From January to March 2025, the SSuRGe Team deployed to strengthen the technical capacities of the UNDP CAR Country Office and MINUSCA, enabling them to effectively support the Central African authorities by identifying priority areas for a new joint Internal Security Sector Reform support programme. The Team conducted targeted capacity assessments and identified critical gaps and priority areas requiring particular attention, including gender related issues.

This request was in light of the development of a new joint Internal Security Sector Reform programme between MINUSCA and UNDP, building on the achievements of the previous joint project in support of the restoration of the rule of law and the reform of the justice and security sectors in the CAR which ended in 2024.

Photo: SSuRGe Team Chief Ms. Mpako Foaeng, at a meeting with the representative of the Federal government Ministry of Internal Security (MoIS) in Mogadishu

Somalia
UNDP
June, 2025

Monitoring and Evaluation, Policy and Strategic Advice

Assessed the implementation of the BASIS project and informed the design of its second phase in support of UNTMIS's transition planning

At the request of UNDP, in June 2025, the SSuRGe Team deployed to Somalia to assess the progress made in the implementation of the Building Accountability and Inclusivity in Security Institutions (BASIS I) project and identify emerging priorities related to the ongoing UNTMIS transition. The Team conducted a comprehensive assessment of ongoing SSR activities and contributed to developing a harmonized SSR approach integrating justice, gender, preventing violent extremism (PVE), and climate security. As a key output, the Team proposed an aide-mémoire that directly informed strategic discussions on the elaboration of the roadmap for the next UNTMIS transition phase.

The SSuRGe Team's support provided a clear and evidence-based overview of the progress and results achieved under BASIS I and directly informed the design of BASIS II, while ensuring that gender-responsive considerations were embedded throughout strategic planning.



2025 ENGAGEMENTS

Libya
UNSMIL
July, 2025

Security Sector Review, Strategic Advice

Built the capacity of the Libyan House of Representatives in advancing legislative reforms for an accountable and civilian-led security sector

At the request of UNSMIL, the SSuRGe Team deployed to support the Libyan House of Representatives' Defence and National Security and Interior Security Committees in reviewing Libya's security and military laws.

The Team facilitated a technical workshop, advanced trust-building among Libyan security institutions, strengthened civilian oversight, and supported the review and adaptation of legal and regulatory frameworks governing the security sector. Through analytical inputs, structured dialogue, and legislative assessments, the Team contributed to the development of a clear, time-bound roadmap for security and military legislative reform, strengthening the House of Representatives' capacity to lead and coordinate security sector reform in Libya.

Photos 1-2: Images from the UNSMIL forum on legislative reform and oversight, supported by the SSuRGe Team



Sudan
Centre for Humanitarian Dialogue
July, 2025

SSR Knowledge and Capacity Building Support

Strengthened the capacity of Sudanese civil society actors to engage in inclusive, gender-responsive security sector reform dialogue, advocacy and oversight

In July 2025, the SSuRGe Team supported the Centre for Humanitarian Dialogue during a national workshop on exploring avenues for the reform, development, and modernization of Sudanese security services. The Team fostered partnerships among Sudanese political and civil society actors and enhanced their capacity to engage in SSR when the context is conducive to it.

Additionally, the SSuRGe Team facilitated structured discussions, deepened participants' understanding of SSR/G principles and gender perspectives in line with the Women, Peace and Security agenda, and supported the development of advocacy strategies to advance inclusive, transparent, and civilian-led oversight of the security sector.

This support responded to the urgent need for the creation of an enabling environment for SSR amid ongoing conflict and the limited inclusion of civilian and women's voices in Sudan's security sector discussions.



2025 ENGAGEMENTS

Liberia
UNITAR
October, 2025

Strategic Planning and Review

Provided strategic advice for the review and finalization of a comprehensive and inclusive Liberian National Police Strategic Plan

At the request of the United Nations Institute for Training and Research (UNITAR), the SSuRGe Team deployed to Liberia in October 2025 to support the review of the Liberia National Police 2025-2030 Strategic Plan.

The Team provided expert guidance on the consultative approach for an aligned, comprehensive strategic plan. The SSuRGe Team also delivered an annotated, revised strategic plan with a clear roadmap that outlines the next phases of the implementation.

The support of the SSuRGe Team strengthened the Police planning capacities, supported the integration of gender-responsive approaches within the strategic framework and directly contributed to the operationalization of Liberia's ARREST Agenda for Inclusive Development (AAID) 2025–2030 under the Rule of Law Pillar.



Photo: SSuRGe Team Chief Ms. Mpako Foaeng, meeting with the Strategic Plan Development Committee of the Liberian National Police

South Sudan
UNMISS
October - November, 2025

Strategic Planning and Implementation

Supported the consolidation and operationalization of a context-sensitive SSR engagement model

The SSuRGe Team supported the rollout of the 2025–2027 Rule of Law and Security Institutions' Section engagement strategy through the identification of practical, context sensitive modalities for SSR engagement. The Team mapped current South Sudan international partners, identified their priorities in SSR support, and provided guidance to shape a coordinated, gender-sensitive, and context-responsive approach to security sector transformation.

Through advisory support, the team facilitated dialogue between civil society, the legislature, and the Strategic Defence and Security Review Board, strengthening public oversight and democratic control, while also advancing parliamentary engagement through closed-door sessions with the Transitional National Legislative Assembly's Special Committee on Security and Public Order. It also enhanced the Committee's regional linkages with the African Security Sector Network (ASSN). These efforts laid the groundwork for embedding SSR objectives into national frameworks such as the South Sudan Development Plan.



Photo: SSuRGe Team Chief Ms. Mpako Foaeng, meeting with South Sudanese CSO representatives

2025 ENGAGEMENTS

Somalia

UNTMIS

October - December 2025

Lessons Learned, Mission Transition Support

Supported UNTMIS in capturing SSR achievements and lessons learned to inform post-mission engagement and transition planning

In support of the second phase of the transition, the SSuRGe Team supported UNTMIS's SSR section by documenting achievements, operational lessons, and formulating forward-looking recommendations to guide post-mission engagement. In addition, the Team worked in collaboration with the Police Standing Capacity (SPC), and Justice and Corrections Standing Capacity (JCSC) to produce an overarching joint lessons learned report focused on ROLSIG.

The Team conducted a comprehensive desk review of UNSOM/UNTMIS's SSR-related work from inception to date. In November, the Team deployed to Mogadishu and carried out key informant interviews and focus group discussions with UN personnel, national authorities, and other stakeholders directly involved in or knowledgeable about SSR activities in Somalia.

This support will continue through March 2026 and will culminate in the production of a comprehensive SSR report, and a joint ROLSIG report, consolidating findings, and providing actionable recommendations to inform future engagements.



Photo: SSuRGe Chief, Ms. Mpako Foaleng with the Ministry of Interior Security of the South West Federal Member State in Baidoa



Photo: SSuRGe Chief, Ms. Mpako Foaleng at a Focus group meeting with members of the Women in the Maritime Sector Initiative, Mogadishu



Photo: SSuRGe Chief, Ms. Mpako Foaleng meeting with the director general and chief of staff of the Somali Office of National Security (ONS)

ACKNOWLEDGEMENTS

The United Nations SSuRGe Team was able to strengthen the governance of security institutions of requesting Member States thanks to the generous contributions of Germany, Italy and Norway.



“ We express our heartfelt gratitude to our donors Germany, Italy, and Norway, whose generous contributions have enabled the SSuRGe Team's work and impact.

As an extra-budgetary funded capacity, the SSuRGe Team is encouraged by the growing interest from countries seeking to partner with us. To respond effectively to this growing demand and maintain our impact, we welcome continued financial contributions and in-person secondments, enabling us to sustain and expand our results. ”

- Ms. Mpako Foaleng,
Chief, SSuRGe Team



**The Standing Capacity
for Security Sector Reform
& Governance (SSuRGe
Team)** is now part of the
United Nations
Peacebuilding and Peace
Support Office (PBPSO)

For more information, contact:

Ms. Mpako Foaleng

Chief, SSuRGe Team

foaleng@un.org

UN Photo/Sylvain Liechti



www.un.org/ssr



[@UN_SSR](https://twitter.com/UN_SSR)

Integrity. Accountability. *Genuine security.*



United Nations action on
security sector reform and governance

