



2023 ACHIEVEMENTS REPORT

“ *Changes in the way that the security sector is governed and organized will inevitably bring about changes in the distribution of power and resources, not only among national institutions but also in society.*

— António Guterres, Secretary-General (S/2022/280)



We are SSuRGe

The SSuRGe Team—the Standing Capacity for Security Sector Reform & Governance—is a UN rapid reaction capability comprising a cadre of leading experts on security sector reform & governance (SSR&G).

Operating out of UNGSC Brindisi, the SSuRGe Team provides support to the UN's global network of peace operations, special political missions and country teams as well as Member State governments and regional organisations engaged in SSR&G. Since its inception in 2021, the SSuRGe Team has supported partners in diverse contexts, including in fragile and conflict-affected states, in North and Sub-Saharan Africa as well as in the Middle East.

Steered by the United Nations' SSR&G agenda, the SSuRGe Team's overarching objective is to contribute to sustaining peaceful societies and preventing their lapse into conflict, and building peace and promoting stability in contexts where crisis strikes. We pursue this by providing a range of high-priority interventions—both on-the-ground and at distance—to bolster our partners' work in building accountable, professional and representative security institutions that adhere to human rights and the rule of law.

The SSuRGe Team includes a core group of UN experts with in-depth experience in SSR&G, supported by an established global network of practitioners 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; strategy development.

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**United Nations action on
security sector reform and governance**





In a very short time, our nimble team has become indispensable in ensuring flexible, timely and high-quality support to peace operations, country teams and national institutions, particularly in the context of crises and mission downsizing.

Alexandre Zouev, Assistant Secretary-General for Rule of Law and Security Institutions, briefing the Security Council in March 2023 on security sector reform and governance. UN Photo / Manuel Elías.

Achievements

In 2023, the SSuRGe Team supported **8 countries** located across Africa and the Middle East. Operating at **82% capacity**,¹ the SSuRGe Team engaged 12 times in UN mission and non-mission settings to support assessment analyses, capacity and institutional development, transition planning and implementation, and gender mainstreaming.

Central African Republic UNDP Country Office

November-December 2023



Capacity and Institutional Development

Supported the preparation of CAR's National Development Plan and 2024 security pillar engagements

At the request of UNDP, the SSuRGe Team supported the Central African Republic Government's thematic group on Security, Rule of Law and Governance in the process of developing the 2024-2028 National Development Plan to lay the foundation for durable peace and sustainable development in the country. The SSuRGe Team also supported UNDP in assessing results of interventions in 2023 as well as planning security pillar engagements in 2024.

Photo: Chief of SSuRGe Team, Mpako Foaleng (right), engages with the thematic group on Security, Rule of Law and Governance to support CAR design the 2024-2028 National Development Plan



¹ 82% of the SSuRGe Team's capacity was dedicated to supporting partners in 2023.

Comoros

UNDP Crisis Bureau

May 2023

**Assessment and Analysis**

Conducted an assessment on SSR and the prevention of violent extremism for the Government of Comoros

At the request of the Government of Comoros, the SSuRGe Team joined UNDP in conducting an assessment on SSR and the prevention of violent extremism. The findings of the assessment have informed UNDP's strategic approach when responding to requests by the Comoran authorities.



Photo: SSuRGe Team SSR Officer, Mick van den Berg (third from right), meets with women's groups in Comoros

DRC

MONUSCO

July-November 2023

**Transition Planning and Implementation**

Supported MONUSCO in delivering on its SSR mandate as it transitions

In the context of the implementation of MONUSCO's transition, the SSuRGe Team undertook two deployments to the Democratic Republic of the Congo (DRC). In addition to advising the transition team on the preparatory process for successor arrangements, the SSuRGe Team provided support to finalise the 2023-2024 UN SSR Support Programme Framework to promote synergies between the UN's interventions and assist the reform and governance of the DRC's security sector during the transition period. The SSuRGe Team also assisted in finalising the Strategic Partnership Framework to enhance collaboration among the community of international partners engaged on SSR&G support in the DRC. Expert guidance was also provided to the national police component and various stakeholders to reform the DRC's national police architecture under the framework of the national police reform action plan (PAQ2).

Photo: Chief of SSuRGe Team, Mpako Foaleng (second from right), discusses SSR with the Police Reform Monitoring Committee (CSR) in Kinshasa, DRC



Iraq**UNDP Country Office**

June-July 2023

**Assessment and Analysis****Provided expert feedback on Iraq's draft national SSR strategy**

At the request of UNDP in Iraq, the SSuRGe Team contributed expert feedback as part of the UN collective comments to the draft National Strategy for Security Sector Reform in Iraq (2023- 2028), against the backdrop of fast-evolving politico-security developments.

Libya**UNSMIL**

January-June 2023

**Capacity and Institutional Development****Gender mainstreaming****Enhanced UNSMIL's pre-SSR engagement with a gender lens**

At the request of UNSMIL, the SSuRGe Team provided advice and technical assistance on security sector governance strategies, policies and roadmaps to Libyan stakeholders, UNSMIL-SIS and CMC, and international partners. The SSuRGe Team contributed to mainstreaming gender in UNSMIL-SIS's overarching strategy and facilitated civil-military dialogue with a focus on addressing women's security challenges. The

SSuRGe Team also provided governance-focused advice and technical assistance to support pre-SSR activities, centred on civilian and parliamentary oversight, facilitating capacity-building workshops with representatives of MoD and MoI centres for strategic and studies and research, and the National Security Council and House of Representatives on the important role of parliaments in SSR&G processes. Additionally, the SSuRGe Team facilitated the design and initial implementation of the process to establish a network of civil society organisations and social activists to play a role in civilian oversight, and supported the development of a roadmap for their engagement in pre-SSR.

Photo: Chief of SSuRGe Team, Mpako Foaleng (centre), discusses the role of civil society in SSR with CSO representatives in Tripoli. UNSMIL Photo





National ownership means more than government ownership – although both are intertwined. It means more than ministry ownership. It means all those things plus civil society ownership.

Mpako Foaleng, Chief of SSuRGe Team, leads a discussion about civil society participation in security sector reform at the Tripoli offices of UNSMIL. UNSMIL Photo.



São Tomé and Príncipe UNOCA

April 2023



Assessment and Analysis

Contributed to a strategic assessment for Government of São Tomé and Príncipe

The SSuRGe Team supported UNOCA in conducting a joint UN-ECCAS strategic assessment mission to São Tomé and Príncipe, which resulted in concrete recommendations to strengthen the country's national security and justice sectors, and a more nuanced understanding of challenges hindering security sector transformation, such as political polarisation and insufficient checks and balances. The mission prompted renewed national ownership and commitment to reform, as evidenced by the introduction of a new legislative package focused on justice sector reforms.

Resident Coordinator's Office

November 2023

Assessment and Analysis

Identified entry points for strategic support to the São Toméan security sector

At the request of the UN Resident Coordinator, the SSuRGe Team participated in a UNDP-UNODC scoping mission in November to support the design of a dedicated UN programme to strengthen São Tomé and Príncipe's rule of law and security institutions. The SSuRGe Team advised on the strategic entry points for the political engagement of national authorities on security sector reform and governance.

Photo: SSuRGe Team SSR Officer, Mick van den Berg (second from right), discusses with Prime Minister of São Tomé and Príncipe the national vision on security sector reform and governance



Somalia**UNDP Crisis Bureau**

September-October 2023

**Assessment and Analysis****Supported UNDP in developing the second phase of the Joint Police Programme**

At the request of UNDP, the SSuRGe Team provided strategic direction in support of the preparation of phase 2 of the 2024-2026 Joint Police Programme (JPP-2), funded by the European Union, Germany and the United Kingdom. The SSuRGe Team provided expert inputs to the mission's analysis and recommendations on the design of JPP-2. The Team equally supported the preparation and participated in the JPP-2 Design Steering Committee meeting, and engaged in the annual Executive Board meeting, which oversees and directs work under JPP-2.

Sudan**UNITAMS**

March 2023

**Capacity and Institutional Development****Contributed to enhancing national SSR&G capacity and knowledge**

At the request of UNITAMS, the SSuRGe Team provided surge support during the national SSR workshop, informing strategic messaging on SSR, sharing best practices and identifying entry points for UN system-wide support to SSR to advance the Political Framework Agreement, which paves the way for the formation of a new civilian Government over a two-year period.

***Photo:** A member of the Somali Police Force walks down a road in Mogadishu with his son on December 21. AU UN IST PHOTO / Tobin Jones*



The SSuRGe Team operates thanks to the generous contributions of



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A special thank you to our donors, Germany, Italy, Slovakia, Luxembourg and the Netherlands, whose generous support is the lifeblood of our success. As an extra-budgetarily funded capacity, the SSuRGe Team must prioritise among the growing group of countries wishing to work with us. We remain open to both financial contributions and in-person secondments to ensure our continued success.

— Chief of SSuRGe Team, Mpako Foaleng

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