Introduction

DCAF believes in the right to a peaceful, secure life safeguarded by accountable and effective security and justice institutions.
Protellus and Design Thinking for Sustainability

Kilian Karg
A user-centered approach to identify and solve complex problems during an iterative and agile process in diverse teams.

Purposeful development of sustainable action alternatives, which are accepted by the user.
## Prototype Table

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Overall Goal</th>
<th>Purpose</th>
<th>Results</th>
<th>Activities</th>
<th>Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strengthen the trust in the police</td>
<td>Increase police oversight</td>
<td>Faster processes to report crime</td>
<td>baseline</td>
<td>Is there enough budget?</td>
</tr>
<tr>
<td></td>
<td>Provide human security</td>
<td>People should feel safe and secure</td>
<td>Transparent process</td>
<td>Sort out salaries?</td>
<td>Is there buy-in from the right levels?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Better clarity on procedures - reporting</td>
<td>Change to legislation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Increased commitment from senior positions (e.g. minister) to increased accountability</td>
<td>Communications (two-way)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Compensation for participating in justice system</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*DCAF - Geneva Centre for Security Sector Governance*  
*PROTELLUS - Innovation. Sustainability. Teamwork.*  
*fragility forum 2020*
A design thinking blended interactive workshop session

A template-based interactive session following the Design Thinking process

- Teaming up
- Empathize with your User
- Identify Needs and Focus
- Ideate Scenarios / Services
- Prototype own Projects
- Present and Discuss
A design thinking blended interactive workshop session

- Open mindset
  - Creation of concepts and solutions which would not be focused usually

- User in the center: Persona and real needs
  - Developing along a real need
  - Thinking beyond the statistics

- Prototyping
  - Tangible results for a higher probability of implementation
  - Medium for presentations and testing

- Teamwork
  - Broad knowledge and strategies by diversity
  - Firsthand insights into the topic

- Fast-paced
  - Reducing the risk of getting lost in detail
  - Gaining time for later iteration

- Step by step
  - Trust by process
  - Reducing complexity
Welcome and please briefly introduce yourself:

- What is your name?
- Where do you work and how do you think this session is going to be useful for your work?
- What’s been your biggest success in 2020 so far?
Iraqi women have gradually experienced a reduction in their rights and their parity to men. A history of conflicts has naturally impacted women differently than men resulting in increased domestic and sexual violence, and women and girls without a male protector face severe difficulties in society including harassments and violence. Moreover, women lack influence in public affairs as constraints still exist to engage in the economic, political and security sphere, negatively affecting women and girls’ access, contribution and participation in society. Female voices in politics are almost non-existing and the quote system is not effective.

Selma is a well-educated middle-age woman of 45, who next to caring for her aging parents and two children, is working in the prosecutor’s office. Women are underrepresented in the prosecutor’s office and account for less than 5% of the workforce there. In addition, Selma is from the minority religious group Bahá’í group and therefore facing hurdles to progressing in her career. However, the work Selma is performing is well beneath her qualifications and ambitions, and instead Selma is performing mostly administrative paperwork. Yet as there are no clear internal policies on promotions, transfers or access to skills development opportunities, she feels there is little she can do to change the situation. Her frustrations are increased by the fact that she is aware of the missed opportunity of what she as a woman could bring to the justice system in Iraq, especially acknowledging and highlighting the situation for women and minority groups such as domestic violence, which tend to be overseen by other prosecutors.
Gain empathy

1. Note the name of the persona on this paper.
2. Read it through.
3. Talk about it with your partner, e.g. by answering the following questions.

Name of the persona:

1. Have you heard about cases like this? Can you describe such cases?

2. In your opinion, are there many people who are facing issues like your persona?
Define

Identify the most pressing security and justice need of your persona. Try to focus on ONE core need, if possible.

Short description of the problem of your persona:

The need behind the problem of the persona:
Ideate a desirable scenario

Describe a scenario in which the government provides a security and justice service, that tackles the problem/need of your persona.

It would change your persona’s life if...

For this, the government could....
Prototype Action

Please note which sector(s), actor(s) and which reform area(s) you choose. Think holistic, but try to reduce complexity by setting a focus.

The most relevant sector(s) and actor(s)

The most relevant reform area(s)
Building on your insights and the focus you set, now create a prototype of a project description.

What would a proposal or project need to look like to address the problems your persona is facing?

<table>
<thead>
<tr>
<th>Project Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Goal</td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
</tr>
<tr>
<td>Risks</td>
<td></td>
</tr>
</tbody>
</table>
Final step: let your idea fly and stay in touch!

Let’s present your prototypes:
❖ Post a picture of your prototype table on Twitter to join the discussion.

For comments and further questions:
❖ Our coaches will be available on Twitter for answering questions and receiving feedback.

On the DCAF-ISSAT Community of Practice, a space is dedicated to explore together how to apply what we have learned today. Please sign up here to be part of the discussion: https://issat.dcaf.ch/Share/Blogs/ISSAT-Blog

Let’s stay in touch:
❖ Register for the plenary session on July 9th to discuss and present prototypes from different groups
The Four Pillars of Sustainable Design Thinking
Collecting early stage feedback

- Users
- Topic experts
- Sustainability experts
- Potential supporters, investors, sponsors, funding agencies

→ Setting a road to implementation
Sustainable Design Thinking can not solve any complex problems.
Sustainable Design Thinking cannot solve any complex problems.

Teams using Sustainable Design Thinking can solve complex problems.
Questions? Collaboration? Exchange of Experiences?

Kilian Karg
- Diploma Psychologist (University of Innsbruck)
- Design Thinking - facilitator/coach/trainer (HPI – School of Design Thinking)

Protellus
- Berlin/Munich based innovation agency
- Focused on sustainability (all SDGs)
- Design, consulting and training, all around Design Thinking and agile methods
- Facilitation and conception of workshops and interactive sessions

PROTELLUS
Kilian Karg
Kilian@protellus.de
www.protellus.com
Introduction of 4 persona from Iraq

Dr. Nesreen Barwari
Alem is a 41-year-old man who lives outside of Basra in southern Iraq. One day he realized that somebody had broken into his house and stolen all his valuables. He went directly to the local police station in Basra to report the crime.

Finally, able to report the incident to an officer, Alem was requested to pay a “fee” to convince the police officer of the severity of the break-in and to open an investigation.

The court is located more than 160km away. Alem decided to not travel to the court. Since Alem is absent during the trial, he is not eligible to apply for compensation anymore. Alem therefore decides to give up the case.
Selma is a well-educated middle-age woman of 45, who next to caring for her aging parents and two children, is working in the prosecutor’s office. Women are underrepresented in the prosecutor’s office and account for less than 5% of the workforce there.

In addition, Selma is from the minority religious group Baha'i group and therefore facing hurdles to progressing in her career.

Selma is unable as a woman to contribute to the justice system in Iraq, especially acknowledging and highlighting the situation for women and minority groups such as domestic violence, which tend to be overseen by other prosecutor.
Wasim

Wasim is a 22-year-old man who was forced to leave his home after ISIL attacked his village a couple of years ago. He is now living with his sister in another region in an informal settlement in Nirwa.

His vulnerable livelihood took another blow recently, as severe flooding destroyed all his crops as well as rendered the dirt road and sole bridge to the next village impassable.

Several people died and water-borne diseases are on the rise. Due to poor hygiene, he is fearful for the health of his little sister. The government are struggling to reach all places affected by the flooding in time. The military was not at all prepared for the severity of the flooding this early in the season. Wasim is now left alone without any assistance from the government or military to protect him during this civil emergency. As the military and other security forces are unable to assist Wasim and his sister, he is not only vulnerable to bad health, but also afraid of renewed looting and violence by nearby armed groups.
Aisha is a progressive 28-year-old woman, studying architecture at the university of Baghdad. Frustrated by a government that seems unable to provide her with the opportunities for the future she desires, Aisha decided to join other students in a protest. She wants to make her voice heard and put pressure on the government to end corruption.

The protests began in a non-violent manner. The police resorted to using bats and, in some instances, even guns, to stay in control of the protesters. Several of Aisha’s friends were injured by police forces during that day.

Aisha went to the police station to enquire how and where she could file an official complaint.

The police officer informed her about a small box at the stations’ reception where the public can deposit such letters, but at the same time he informed her that usually such a complaint would never result in any investigation nor disciplinary action against any commanding or individual officer.
## Prototype Action

<table>
<thead>
<tr>
<th>Reform areas</th>
<th>Sectors and actors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legitimacy</strong></td>
<td>Good Governance</td>
</tr>
<tr>
<td>Oversight and accountability</td>
<td></td>
</tr>
<tr>
<td><strong>Effectiveness</strong></td>
<td>Management</td>
</tr>
<tr>
<td></td>
<td>Capacity</td>
</tr>
<tr>
<td><strong>Reinforcing pockets of resilience</strong></td>
<td>Capacities for peace</td>
</tr>
</tbody>
</table>

### Internal security
- Police, law enforcement, disaster response, intelligence, MoI

### External Security
- Military, intelligence, border management, immigration, MoD

### Justice
- Courts, prosecution, prisons and correction services, MoJ

### Society
- Parliaments, media, NGOs, traditional leaders, religious authorities

### Reform areas

#### Legitimacy
- Good Governance
  - E.g. Constitutions, legal reform, national security architecture, national strategies, coordination, sectoral strategies, institutional strategies, internal rules and regulations

- Oversight and accountability
  - E.g. Internal oversight (discipline, codes of conduct, complaint mechanisms, reporting), external oversight (commissions, inquiries, reporting, audit)

#### Effectiveness
- Management
  - E.g. Performance management (work plans and results frameworks, performance appraisals), management processes (coordination, communication, planning) and structures

- Capacity
  - E.g. Number and training of staff (rightsizing), equipment, infrastructure

#### Rebalancing pockets of resilience
- Capacities for peace
  - E.g. Reconciliation, transitional justice, mediation, reintegration, alternative dispute resolution, gender, legal aid, civic engagement
## Prototype Table - ALEM

<table>
<thead>
<tr>
<th>Project Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Goal</strong></td>
<td>Improved urban community security in Basra</td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
<td>Presence / Trust / Effectiveness: Develop an approach to increase presence, trust and effectiveness of the police forces in Basra. Improved mgmt of the police forces; increased capacity of the police forces. Accountability. Motivation.</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>Lower the number of crimes and increasing the number that are solved. Restitution of stolen property. Increased sense of security. Increased trust / confidence in the security forces - go to people when there is a crime.</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td>Baseline study. Full needs assessment. Gaps analysis on what institutions already exist to help build trust? Trainings on the new approach. Workshops. Investment in police resources? or how they are being used.</td>
</tr>
<tr>
<td><strong>Risks</strong></td>
<td>More resources without checks &amp; balances increased insecurity. Vocal groups hijacking the narrative (e.g. political / extreme / elites / etc.) - how to include vulnerable groups? Ensure sampling! Unintended consequences by not understanding the context - PEA.</td>
</tr>
</tbody>
</table>

---

**Note:**
- DCAF (20th Anniversary) for Security Sector Governance
- Protellus Innovation, Sustainability, Teamwork.
- Fragility Forum 2020
## Prototype Table - AISHA

<table>
<thead>
<tr>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Goal</strong></td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
</tr>
<tr>
<td><strong>Results</strong></td>
</tr>
<tr>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td><strong>Risks</strong></td>
</tr>
</tbody>
</table>
## Prototype Table - SELMA

<table>
<thead>
<tr>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Goal</strong></td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
</tr>
<tr>
<td><strong>Results</strong></td>
</tr>
<tr>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td><strong>Risks</strong></td>
</tr>
</tbody>
</table>
Trends and observation from prototyping

Viola Csordas
What are the key security and justice needs of people towards the state?

Protection – effectiveness

Fair treatment - legitimacy

Enabler – reinforcing capacities for peace
Protection - Effectiveness

Management
- Decentralization
- Human resources management and public financial management reforms increasing transparency

Capacity
- Behavioral change - training
  - Engaging with communities, motivation, leadership

- Equipment and infrastructure
  - Communication, logistics, infrastructure needed for disaster relief
  - Police need right equipment to deal peacefully with riots
  - Mobile courts to serve underserved communities

- Physical threats such as armed groups/terrorism
- Natural disaster and health crises
- Food insecurity
- Crime/protection of property
Fair treatment – Legitimacy

- Access to fair justice
- Accountability for wrongful behaviour
- Inclusion irrespective of ethnic group, rural/urban location, gender etc.
- Fair distribution of resources

Governance

- Inclusion and non-discrimination – Rule of Law/equality before the law, internal rules and regulations, SOPs
- Legal frameworks and clear mandates

Accountability and oversight

- Variety of complaint mechanisms
- Community driven, participatory accountability – media, parliaments and civil society
- Discipline
- Transparent security budgets
Enabler – reinforcing capacities for peace

Strengthen civil society capacity for engaging on security and justice

• Community structures and organizing
  • Tools, structures and knowledge, (re)building social community networks
  • Sensitization of people and civil society on their rights, how they can claim and access them

• Civil liberties and public space

• Local solutions
  • Creation of multi-stakeholder platforms where security and justice needs are discussed together
  • Community policing/ intelligence driven policing when dealing with extremism/ armed groups/ organized crime
  • Local knowledge about treats, risks and solutions

Maximize benefits from community knowledge & solutions
SSG/R trade-offs and design thinking

Bridge gap between security & justice sector and communities

SSG/R - Economic development
Top down - Bottom-up

Statistics - Individual level
Staying focused - Holistic nature of SSG/R

Structural reform - Behavioral change

Holistic nature of SSG/R

Discussions – Q&A

DCAF Geneva Centre for Security Sector Governance
www.dcaf.ch

Community of Practice for DCAF’s International Security Sector Advisory Team
www.issat.dcaf.ch