



# DCAF Annual Report 2017

*Dedicated to making states  
and people more secure through  
better security sector governance*





## OUR MISSION

DCAF is dedicated to making people and the states they live in more secure, within a framework of democratic governance, rule of law and respect for human rights. To achieve this, we assist partner states and the international actors that support them to improve the governance of their security sectors through inclusive, participatory reforms that are based on international good practices and adapted to local contexts and challenges.



## WHAT IS THE SECURITY SECTOR?

The security sector is composed of all the individuals, institutions and structures with responsibility for and influence over the provision, management and oversight of human and state security.

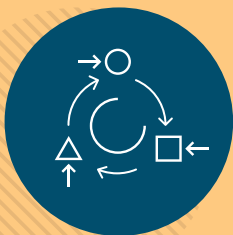


## WHAT IS GOOD SECURITY SECTOR GOVERNANCE?

Good SSG implies the observance of good governance principles in the way security is provided, managed and overseen by both state and non-state actors.

These principles include accountability, transparency, participation, responsiveness and effectiveness.

Good SSG means the security sector effectively and accountably provides state and human security within a framework of democratic civilian control, the rule of law, gender equality and respect for human rights.



## WHAT IS SECURITY SECTOR REFORM?

SSR is the political and technical process of improving the way state and human security are provided, managed and overseen. The goal of SSR is the application of good governance principles to the security sector.





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*At its heart, security sector reform is about ensuring safety and enabling women, men and children to live their lives free from fear, go to school, go to market and walk on the street at any time without having to worry about attacks, criminal assault or other forms of violence.*

**Amina J. Mohammed**, Deputy Secretary-General of the United Nations  
High-Level Roundtable on Security Sector Reform, New York, 23 April 2018

# FOREWORD

If one word best captures the essence of 2017 for DCAF, it is 'transition'. Having adopted a new organizational structure and fit-for-purpose business processes and systems, we have sharpened our strategic focus and laid the groundwork for our next phase of growth.

Transition is seldom straightforward, and I am very thankful to DCAF's staff, whose engagement in this process has been paramount. Change was essential for DCAF to remain a reliable, effective partner at the leading edge of security sector governance and reform (SSG/R) theory and practice. And we can now effectively and efficiently deliver more quality and value to partners and donors in today's security sector governance and reform arena.

We had several notable successes in 2017, some of which will open important doors in years to come. For instance, our interactions with the European Union went up a gear when a DCAF-led consortium was awarded the EU Security Sector Governance Facility, so we will soon be advising EU Delegations on how to increase the impact of their SSG/R processes in partner countries worldwide. Separately, the EU and Western Balkan states together mandated DCAF to pilot the Integrative Internal Security Governance (IISG) project, a breakthrough mechanism that is enabling regional cross-border police cooperation that was unthinkable just three years ago.

In addition, we consolidated our profile as a uniquely qualified SSR partner in the Sahel, supporting national reform programmes as well as reinforcing international donors and multilateral organizations to better deliver their assistance in the region.

In Latin America we made major strides forward operationally, with national partners mandating DCAF to support a number of SSR programmes in Colombia, significantly expanding DCAF's activities in the region. And in the Middle East and North Africa region, DCAF further consolidated its engagements in support of SSR processes in Lebanon, Morocco, Tunisia and Palestine.

In 2017, we also ensured the SSR perspective was applied to key global policy debates. DCAF contributed to the UN-World Bank flagship study *Pathways for Peace – Inclusive Approaches to Preventing Violent Conflict*, which reaffirmed the incontestable link between SSR, development and prevention. And, our relationship with the UN further matured as we supported the work of the President of the UN General Assembly on promoting the Sustaining Peace Agenda and, in this context, clarifying the importance of SSR for prevention.



In financial terms, we report on page 53 that DCAF returned to a modest level of credit in 2017. We are grateful to our established and new donors and partners – national governments, multilateral organizations, and others – that trust DCAF as their go-to SSG/R partner, impartial advisor and incubator of international security policy thought.

Another positive development was a 15% increase in our projected turnover for 2018, thanks to rising project funding pledges. That said, important economic challenges linked to the fluid vagaries of world events remain, and it grows increasingly important that core donor contributions – the financial backbone of DCAF – keep pace with project funding. Conflicts continue to flare, state-sponsored human rights abuses go unchecked and in many contexts power dynamics have spiralled into insecurity and tension. Even the alarming spectre of nuclear conflict returned to state-level rhetoric.

Governance and human rights have lost further ground to geopolitical pressures, diverting foreign policy focus away from long-term SSG/R efforts. Yet it is at precisely such times when precious, hard-won SSR gains need to be consolidated to prevent backsliding.

DCAF's focus in 2018 is on building on the advances brought by the changes we have made. And while the geopolitical landscape presents serious challenges, there is every reason to be optimistic about DCAF's potential to grow and help national and international security actors drive meaningful progress towards security, peace and sustainable development through reform and good governance of security sectors.

**Ambassador Thomas Guerber**  
Director, DCAF

# TABLE OF CONTENTS

<b>The global security and development agenda</b>	<b>06</b>
<b>DCAF's operational footprint</b>	<b>06</b>
<b>DCAF's results framework</b>	<b>08</b>
<b>SECTION 1: DCAF – A trusted source of SSR expertise worldwide</b>	<b>09</b>
Sub-Saharan Africa	10
Middle East and North Africa	12
Southeast Europe	18
Eastern Europe, South Caucasus, Central Asia	22
Asia-Pacific	26
Latin America and the Caribbean	28
<b>SECTION 2: DCAF – Helping international SSR actors to apply good practice</b>	<b>30</b>
Working with bilateral partners	31
DCAF's International Security Sector Advisory Team (ISSAT)	32
Enhancing the performance of multilateral partners	34
<b>SECTION 3: DCAF – Bringing real-world experience to international policy development</b>	<b>36</b>
Gender equality and security	37
Supporting international security policy and development	39
Driving the global security policy conversation	41
Driving innovative partnerships in business and security	44
Promoting international commitment to best practices in business and security	46
<b>SECTION 4: Governance and management</b>	<b>49</b>
DCAF Foundation Council	50
Donor contributions 2017	52
DCAF accounts 2017	53
Management	54
DCAF organizational structure	55

# THE GLOBAL SECURITY AND DEVELOPMENT AGENDA

The 2030 Agenda for Sustainable Development constitutes a conceptual cornerstone of DCAF's work today, and will remain so for at least the next decade. For this reason, we have sharpened our focus on the way security sector reform programmes feed into the delivery of specific of Sustainable Development Goals, in particular SDGs 5, 11 and 16.

## ***Goal 5: 'Achieve gender equality and empower all women and girls'***

While good governance of the security sector is especially relevant to ending violence against women, the security sector will also be essential to progress in other aspects of gender equality identified under Goal 5, including ending discrimination, providing equal access to property rights, equal participation and opportunities for leadership in all areas of public and political life (including for security affairs), and enforcing law that promotes gender equality and the empowerment of women and girls.

## ***Goal 11: 'Make cities and human settlements inclusive, safe, resilient and sustainable'***

Goal 11 emphasizes the state's responsibility to ensure safety in urban spaces and specifically singles out the right of all individuals to enjoy safety in housing, transport and public spaces, without prejudice to gender, age or ability. A well-functioning security sector that is effective and accountable within a framework of good governance, rule of law and respect for human rights is essential to achieve this goal.

## ***Goal 16: 'Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels'***

This goal addresses recognized drivers of conflict, injustice and insecurity. A dysfunctional security sector is often a direct cause or a contributor to conflict, injustice and insecurity. Solving these problems requires making the security sector effective and accountable within a framework of good governance, rule of law and respect for human rights.



## DCAF'S OPERATIONAL FOOTPRINT

This list of countries represents where DCAF has been active in 2017-18. This includes where we have led extensive operational activities, projects in support of normative or policy processes, research activities or work in support of international engagements in a particular country or process.

### Sub-Saharan Africa

1. Burkina Faso
2. Cameroon
3. Chad
4. Democratic Republic of the Congo
5. The Gambia
6. Ghana
7. Guinea-Bissau
8. Kenya
9. Liberia
10. Madagascar
11. Mali
12. Mozambique
13. Niger
14. Nigeria
15. Senegal
16. Sierra Leone
17. South Africa
18. South Sudan
19. Zimbabwe

### Middle East and North Africa

20. Egypt
21. Jordan
22. Lebanon
23. Libya
24. Morocco
25. Palestine
26. Tunisia

### Southeast Europe

27. Albania
28. Bosnia and Herzegovina
29. Bulgaria
30. Kosovo\*
31. Macedonia\*\*
32. Moldova
33. Montenegro
34. Romania
35. Serbia

### Eastern Europe, South Caucasus, Central Asia

36. Armenia
37. Azerbaijan
38. Belarus
39. Georgia
40. Kazakhstan
41. Kyrgyzstan
42. Tajikistan
43. Ukraine
44. Uzbekistan

### Western Europe

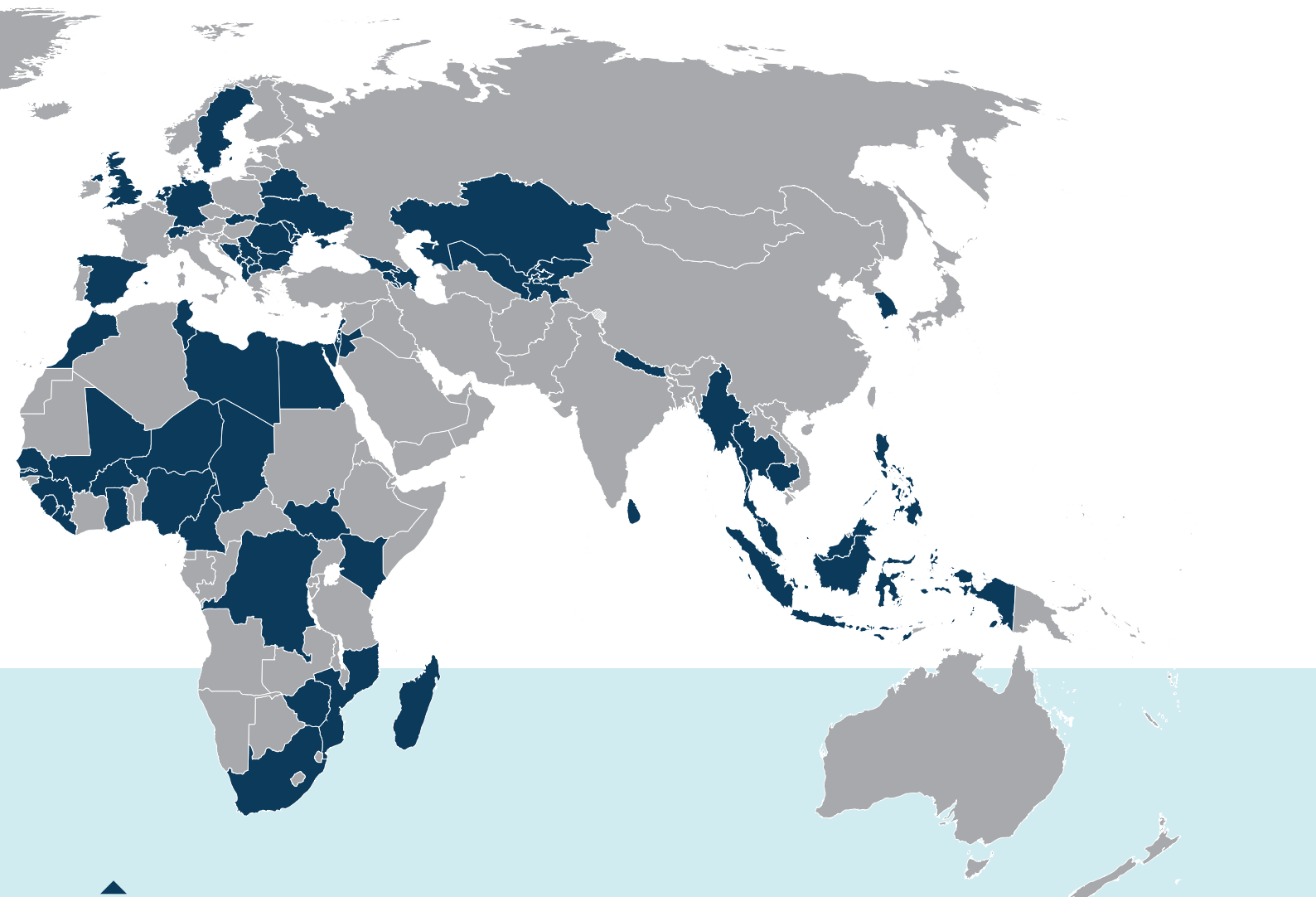
45. Austria
46. Germany
47. The Netherlands
48. Spain
49. Slovakia
50. Sweden
51. Switzerland
52. United Kingdom

### Asia-Pacific

53. Cambodia
54. Indonesia
55. Malaysia
56. Myanmar
57. Nepal
58. Philippines
59. South Korea
60. Sri Lanka
61. Thailand

### Latin America and the Caribbean

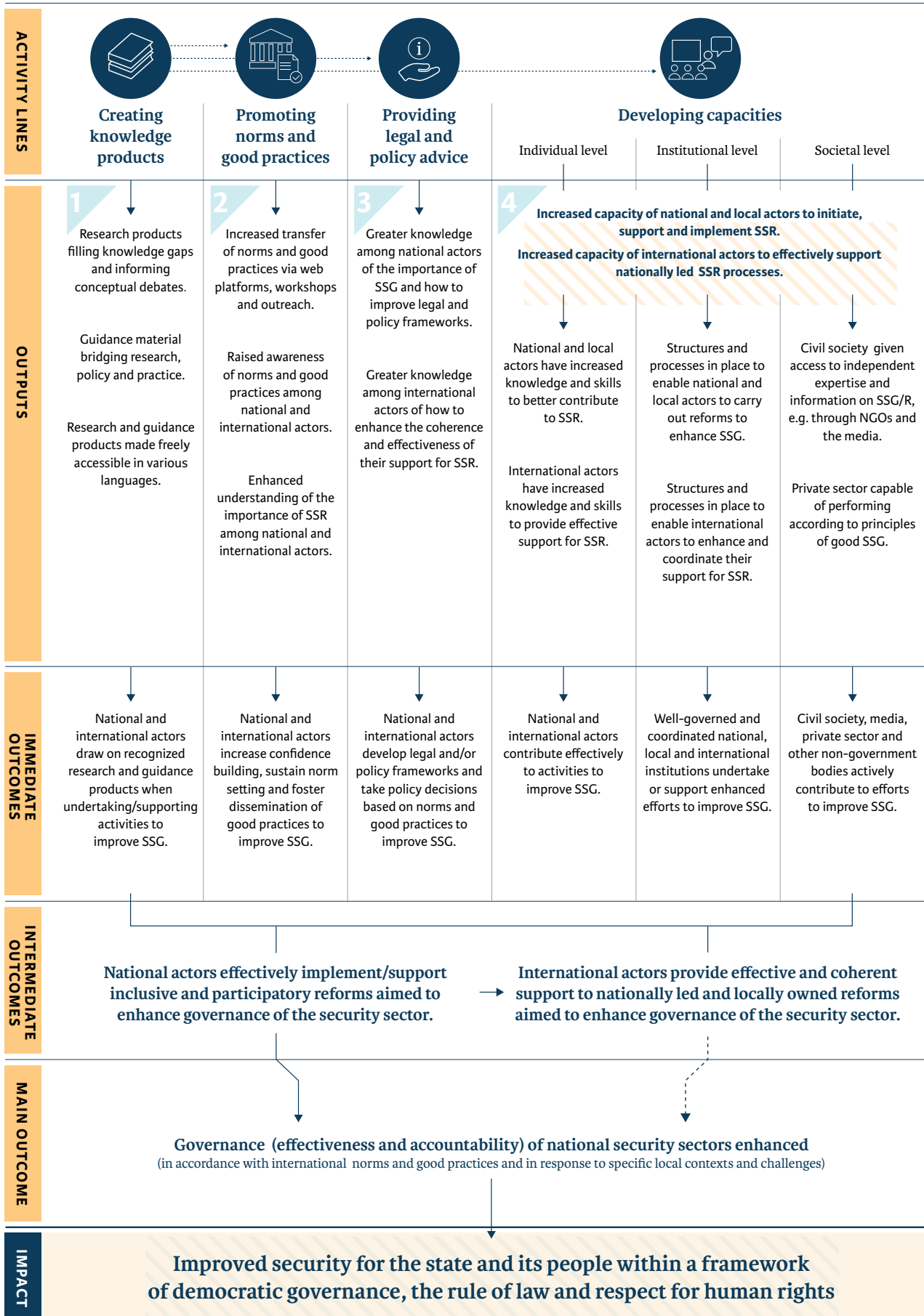
62. Colombia
63. Costa Rica
64. El Salvador
65. Guatemala
66. Guyana
67. Honduras
68. Jamaica
69. Mexico
70. Peru



\* The Kosovo Assembly declared the territory's independence on 17 February 2008. While 37 member states of the DCAF Foundation recognize the independence of Kosovo as of the date of the publication of this report, 25 member states do not, and continue to refer to Kosovo in the framework of UN Security Council Resolution 1244.

\*\* Referred to for all purposes within the EU, NATO, OSCE and the UN as "The former Yugoslav Republic of Macedonia".

# DCAF'S RESULTS FRAMEWORK



For a detailed overview of the results of DCAF's work, see the 2017 DCAF Performance Report: [www.dcaf.ch](http://www.dcaf.ch)



**Highlights**

- Sub-Saharan Africa
- Middle East & North Africa
- Southeast Europe
- Eastern Europe, South Caucasus, Central Asia
- Asia-Pacific
- Latin America & the Caribbean

# DCAF — A trusted source of SSR expertise worldwide

Initiated in 2000 by the Swiss government, DCAF today has 62 Member States that recognize the importance of security sector governance and reform (SSG/R) to sustaining peace and enabling development.

DCAF adheres to principles of impartiality, local ownership, inclusion and gender equality.

These qualities are our strength; we are trusted across the spectrum of global security actors because we consistently apply the same approach to all of our engagements.



# Sub-Saharan Africa

## Regional focus

- Supporting the establishment of credible accountability mechanisms.
- Facilitating access for civil society to inform nationally owned reform agendas and security priorities.
- Restoring trust between security institutions and the people they serve.

Our primary focus in Sub-Saharan Africa is on developing effective systems of security sector governance that are centred on and accountable to the people they serve. We support wide networks of partners in Burkina Faso, Madagascar, Mali, Niger and Nigeria, including government ministries, parliaments, defence and security forces, civil society organizations, media, human rights organizations and international partners. We work to build the capacity of African national security sectors to provide effective internal control and external oversight. By helping national stakeholders to assess their own needs, we can tailor our support and ensure local ownership.



## Building bridges between security actors

We bring national partners together through inclusive dialogue, which enables mutual understanding of respective roles and responsibilities, effective coordination and a holistic approach to governance and reform. In Mali we facilitated dialogue between the police, gendarmerie, and other key national and international stakeholders to define a national concept for community policing. The process ended months of deadlock, resulting in an agreement outlining key priorities. At the regional level, we arranged for parliamentarians from Niger to visit their Malian counterparts and participate in the 4th Dakar Forum on Peace and Security.

## Creating trust between police and the population

Cooperation and communication between the police and the population is fundamental to gaining citizens' trust and improving service delivery. With our support, the Ministry of Internal Security and Civil Protection in Mali identified priorities for the community policing agenda. We also worked to strengthen internal and external oversight of the National Police in Madagascar. Through direct support to the General Inspectorate of the National Police (IGPN), we sought to enhance the integrity of police officers and strengthen complaint mechanisms.

## Harnessing the media's oversight role

Our work stresses the crucial role played by the media in overseeing security and justice provision and upholding a public platform for debate and exchange. Our support to Nigerien media contributed to a shift in reporting on security-related issues with a new focus on human rights, the right to information and civic engagement. Four recipients of DCAF-led training were honoured by the Maison de la Presse for their security-related output.

## Gender mainstreaming in security processes

Our work in Sub-Saharan Africa is underpinned by an inclusive approach to SSG, where the differing security needs of all members of society are considered. We seek to mainstream gender in all our activities and include gender equality measures in operational planning with partners. As such, we worked with the Ministry of Security and the National Police in Niger to identify gender bias within the security sector and to develop complaints mechanisms and reporting on gender-based violence. We also supported the National Police in Mali to sensitize personnel to gender issues and establish a gender unit.

## >> Feature

### Access to quality information is essential to public oversight of the security sector but remains a challenge.

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In Niger, we have partnered with an independent network of media professionals, the Association of Journalists Against Corruption (ANJAC), to design and implement a yearlong training programme on security reporting. Through a mixed methodology that involved discussion on basic security concepts and reporting tools, dialogue facilitation with police officials, and a writing residency with editorial support to field reporting, the programme met the needs of a professional audience. It provided insights for managing sources, selecting issues to cover, addressing gender bias in reporting, and engaging with security actors and communities affected by security challenges. Participants felt the programme was instrumental in clarifying the legal framework by which security institutions should be held to account, and providing a basis to digest the new national security strategy, adopted in September 2017.

Beyond knowledge and skills, the programme was designed to foster collaboration among journalists on security issues. Breaking it down into six sessions delivered over 10 months set the pace for regular encounters, allowing participants to develop personal connections. It also led to joint reporting initiatives that drew on common strengths, resources and innovative reporting ideas. Acknowledging the power dynamics that influence news selection in media houses, we strategically targeted a group of 30 senior reporters and editors – men and women who decide what gets published – from across the country.

At the end of the programme, four participants had received national awards for security-related productions, and others had received plaudits from readers for the evolution of their security work. The editor of a major broadcasting group reported that, thanks to the dialogues facilitated by DCAF, he had been able, for the first time in his 20-year career, to engage with the inspectorate general of security services following an incident of police brutality against his journalists.

# Middle East & North Africa

## Regional focus

In the Middle East and North Africa region, we support local partners to develop more effective and accountable security sector institutions that uphold the rule of law and respect human rights. Our work contributes to reducing state fragility and addressing root causes of violent extremism.



## Tunisia – accountability and efficiency of the security and justice sectors

DCAF assisted parliamentarians, particularly members of the Security and Defence Committees, to oversee security policy and budgets, and to review and draft security legislation. This work strengthens the parliament's capacity to perform effective oversight of the security sector.

We supported civil society organizations and female politicians to play a more active role in the security sector, and helped the government to address violent extremism and youth crime prevention through honed analysis of youth security perceptions and needs. And we helped the government in the process to draft a White Book on security and defence. This allows key security institutions to follow a strategic plan and enables good governance of the defence sector.

## Morocco – promoting respect for human rights and preventing radicalization in prisons

As Morocco embarked on implementing the Optional Protocol to the Convention against Torture (OPCAT), DCAF and the national prisons administration provided training to Moroccan prison doctors on medical examination in relation to mistreatment. This programme is a key strand of promoting respect for human rights and preventing radicalization in prison.

## Libya – mapping the legal landscape

We expanded our Libyan security sector legislation database to cover 1,170 laws, including those relevant to migration and border management. The database enables the review and reform of the legal framework, a process that will be fundamental to stability in Libya.

## Palestine – accountability, justice and gender equality

DCAF's support to the Palestinian Council of Ministers yielded a handbook for processing complaints and training staff that gives the public access to more effective complaints handling. An efficient complaints system helps citizens to hold security providers to account and enhance their service delivery.

The Consultative Committee for Gender Units in the Security Forces drew on DCAF's expertise to develop guidelines to integrate gender equality in the Palestinian security forces. We helped build dialogue and trust between security institutions and civil society organizations, resulting in ground-breaking cooperation on gender.

Under a project to strengthen the independence of Gaza's judiciary, we supported independent criminal justice technocrats, such as judges, and trained the Palestinian Civil Police on torture prevention. Better justice provision in Gaza favours national reconciliation, prevents further deterioration of law and order, and benefits the whole region.

## Lebanon – increasing transparency

As part of Ministry of Justice efforts to improve transparency and communication with citizens and reduce the risk of corruption, DCAF helped in developing a website giving the facts about the Ministry's responsibilities, services and costs: [www.justice.gov.lb](http://www.justice.gov.lb)



## >> Case Study 1

### Ensuring respect for human rights in Tunisia

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Introducing effective accountability mechanisms in a country transitioning towards democracy is a slow and gradual process. Since the Tunisian revolution in 2011, there have been no convictions for torture or mistreatment. This is partly because forensic evidence is not being used effectively in court. We are helping Tunisian judges and forensic doctors to work together to close this gap. They have formed a working group to develop effective tailored solutions, and in 2017 with DCAF's support the group finalized a manual for identifying and documenting evidence of alleged mistreatment. The manual will set a standard in the Tunisian justice system and ensure that forensics gathered by medical experts can be used as evidence in suspected mistreatment cases.

Feedback from the group's members indicates that this work has had a wider effect: in spotlighting detainee treatment, prison personnel have become more sensitive to their part in upholding human rights. While this project addresses part of a bigger challenge, it provides a concrete contribution to ensuring accountability of Tunisian security providers. This will be crucial to building public trust in Tunisia's democratic transition and in its institutions.

## >> Case Study 2

### Building trust and security in Palestinian communities

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Lasting peace in Palestine depends on state-building, which itself requires public institutions that are effective, efficient and accountable to citizens. Yet many ordinary Palestinians have little trust in their security forces and feel that their own security needs are overlooked. For close to a decade we have been working with citizens, local authorities and security providers at the community level, first in Hebron and Jenin, and now also in Bethlehem and Tulkarem.

This community safety approach brings together the different groups to map the security needs of all citizens and to jointly develop community safety plans to address them. In 2017, we helped the Governorates of Bethlehem and Tulkarem to develop their community safety plans, resulting in improved security in the community. The approach establishes dialogue channels, in the form of local 'community safety councils', where local authorities and security forces learn about the expectations, concerns and needs of the community. In addition, citizens learn that they have the power to hold their service providers to account.

In 2017, we also led a series of trainings for local community leaders on human rights standards and Palestinian law. In villages and rural areas especially, tribal and community leaders contribute to local security and justice through mediation and reconciliation.

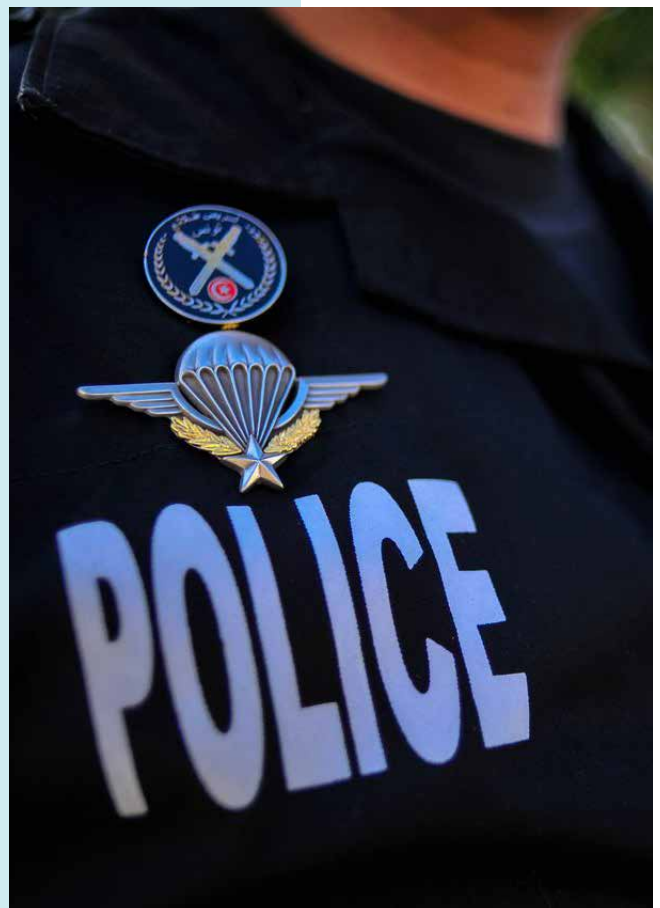


## >> Case Study 3

### Helping Morocco mitigate corruption risks in the security sector

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Security providers are often a state's most visible face, so ensuring that police and internal security forces are seen as reliable, capable and trustworthy is fundamental to a state's legitimacy. It is also an important factor in weakening violent extremist groups, which routinely allege police corruption or repression to win popular support. Morocco's government considers fighting corruption as key to strengthening accountability and the rule of law. DCAF is a key partner in Morocco's 10-year national anti-corruption strategy, which was launched in 2016. In 2017, we delivered a series of trainings and workshops on ethics, integrity-building and strategic management, together with the Instance Centrale de Prévention de la Corruption (ICPC), the state anti-corruption agency. The goals are to strengthen ICPC's expertise in good security sector governance and support the ICPC and local security institutions in taking steps to reduce the risk of corruption across the security sector. With our support, representatives of various security institutions explored best practices, strategies and action plans to promote integrity and build corruption-free institutions. Fully addressing this issue is a huge endeavour, but the cooperation got off to a determined start in 2017.



# TRUST FUND FOR NORTH AFRICA (TFNA)

The DCAF Trust Fund for North Africa (TFNA) offers security sector reform assistance to countries in North Africa to prevent and address risks of instability, fragility and violence. The TFNA is a pooled funding instrument that supports DCAF's activities in and on Egypt, Libya, Morocco and Tunisia. The purpose of the TFNA is to provide flexible, rapid and long-term assistance to requests from governments, and to ensure that assistance is delivered in the most effective and efficient manner possible. It also ensures greater donor coordination, which is key to success when supporting local security sector reform processes. Through the TFNA's Steering Committee, Member States provide oversight and strategic guidance on DCAF's work to support security sector development and reform in the region.

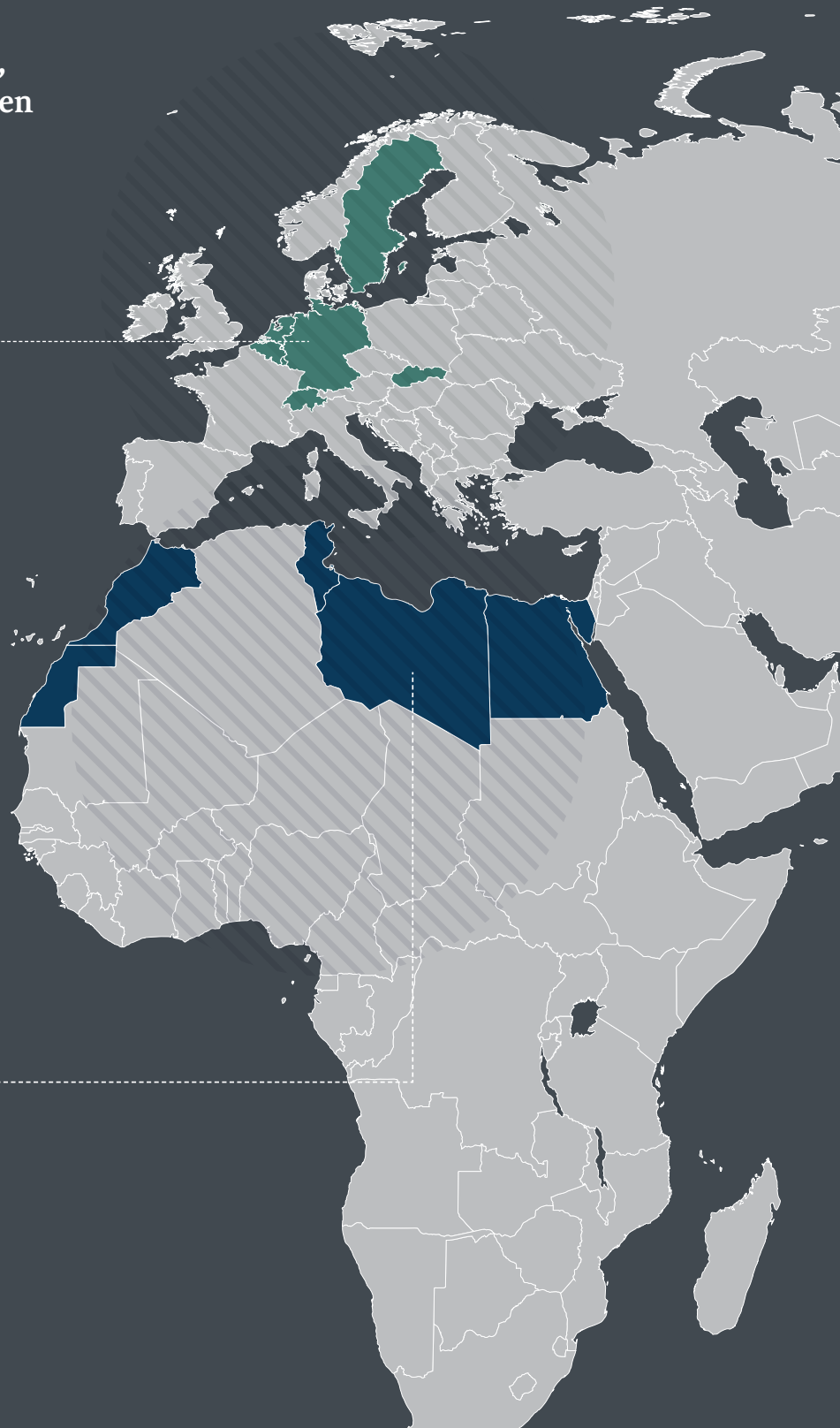
## DONORS

Belgium, Germany, Luxembourg, the Netherlands, Slovakia, Sweden and Switzerland

In total, the Trust Fund for North Africa has to date received over **CHF 15 million** in commitments.

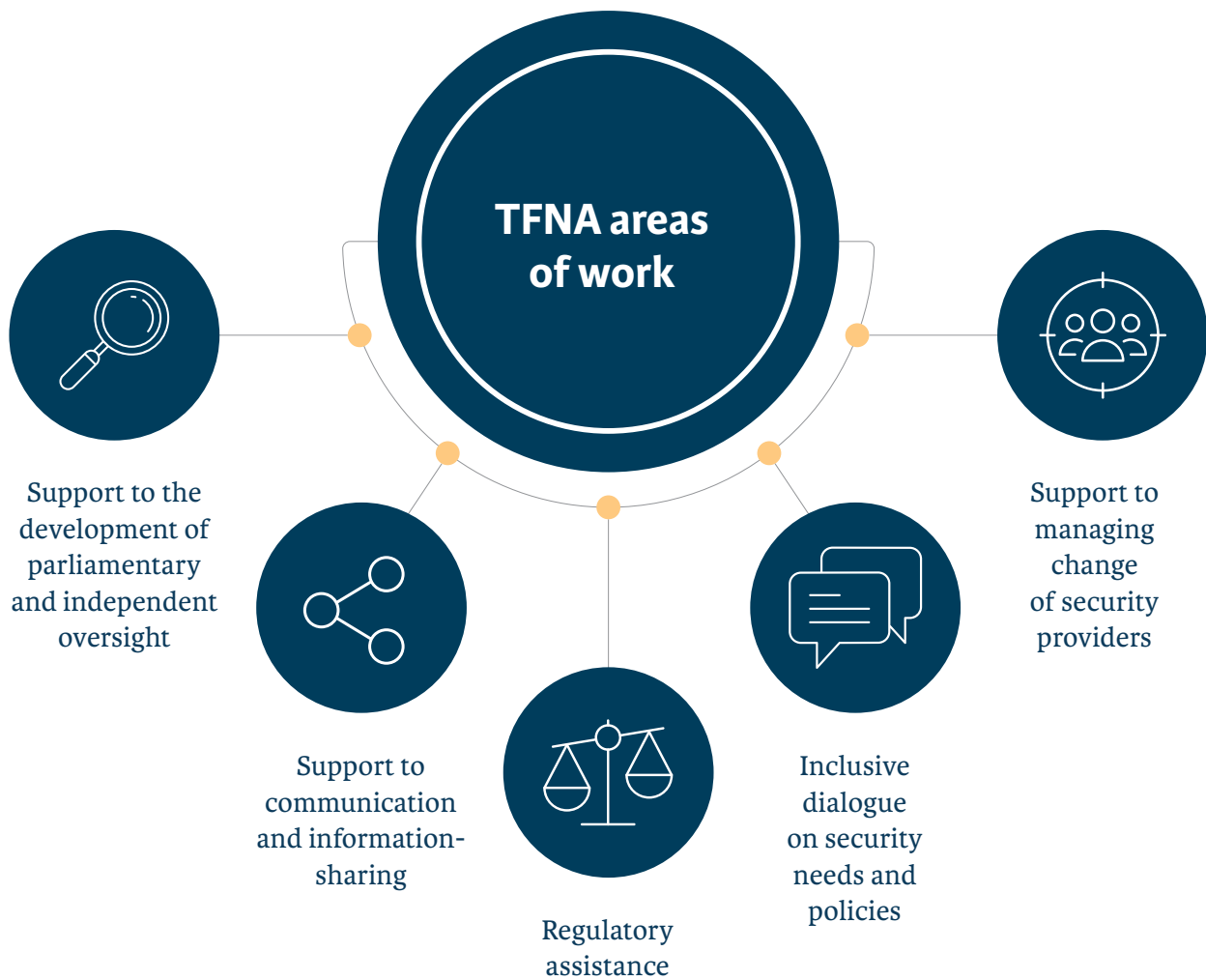
## COUNTRIES OF OPERATION

Egypt, Libya, Morocco and Tunisia

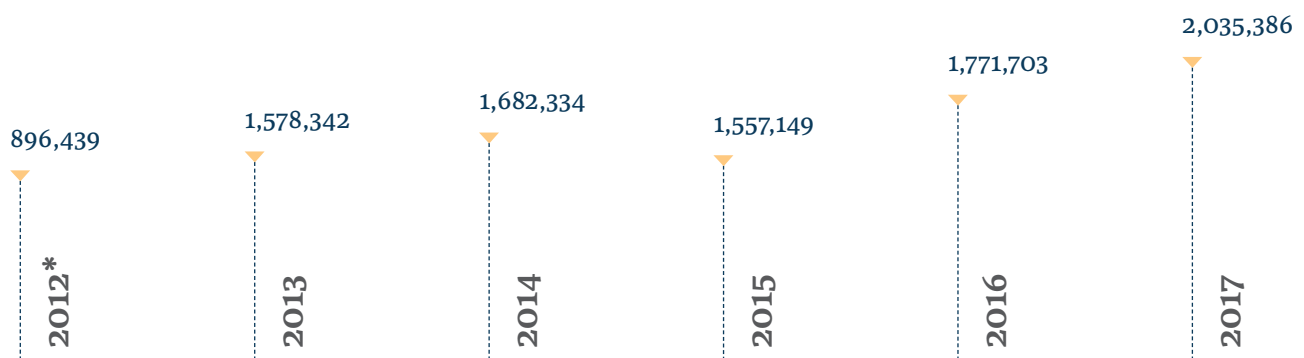




## TFNA – a joint donor effort for more effective and accountable security institutions



### Annual expenditure of the TFNA, 2012-2017



\* 2012 annual expenditure was extrapolated from seven months of actual expenditure.

A photograph of four police officers in uniform standing on a boat in a harbor. The boat has "MIRNA POLICIJA" and "OS-810" written on it. In the background, there is a bridge and buildings on a hillside. The entire image has a blue tint.

# Southeast Europe

## Regional focus

- Enhancing regional police cooperation on challenges such as organized crime, terrorism and irregular migration.
- Supporting parliaments for greater accountability in the security sector.
- Facilitating the active role of civil society and independent state bodies in overseeing the security sector.
- Supporting a dynamic and inclusive approach to cyber security governance.

Our unique expertise brings us into contact with governments, parliaments, security providers and civil society organizations in Southeast Europe. We work with these actors to enhance security, stability, rule of law and respect for human rights while assisting the region in moving closer to its strategic objective of Euro-Atlantic integration.

## Enhancing cross-border police cooperation

DCAF backed negotiations on a regional framework for the automated exchange of DNA, fingerprint and vehicle registration data. The negotiations are taking place under the most important regional treaty on police cooperation in the Southeast Europe region, the Police Cooperation Convention Southeast Europe (PCC SEE). DCAF supports the implementation of PCC SEE.

Through the promotion of EU standards and supporting common border police operations, we helped to reinforce regional objectives on border management cooperation. In 2017, we concluded a multi-year programme funded by the Swiss Agency for Development and Cooperation (SDC), called the Swiss Regional Police Cooperation Programme in the Western Balkans. The programme supported 15 projects strengthening regional cooperation among regional law enforcement agencies.

## Countering sexual harassment, gender discrimination and domestic violence

We assisted the Assembly of Kosovo in developing a network for women working in the security sector. The network increases the women's power to address gender discrimination and harassment in security sector institutions and strengthens available complaints mechanisms.

In partnership with the Atlantic Initiative, DCAF also worked with the judiciary in Bosnia and Herzegovina on addressing gender bias, sexual and gender-based harassment, and improving judicial responses to domestic violence.

## Driving police integrity reforms for institutional resilience

We supported police services across the Western Balkans by providing police integrity training to officers and managers who were then able to train their colleagues. We also worked with interior ministries to develop and implement police integrity plans, their training strategies and their training curricula.

## Tackling the national intelligence sector reform

We helped the Government of the Republic of Macedonia initiate a locally owned intelligence services reform process, enabling them to address urgent reform requirements agreed with the European Commission. This has resulted in the drafting of legislation with increased focus on safeguards linked to the use of intrusive methods of information collection (interception).

## Enhancing good cyber security governance

We engaged with cyber security experts in Serbia and other Western Balkan countries to review methods to make governments' online services more secure. As part of an intensive training project, we helped increase the competencies of computer security experts of the Serbian Ministry of Interior.



# INTEGRATIVE INTERNAL SECURITY GOVERNANCE IN THE WESTERN BALKANS (IISG)

## Enhancing coordinated responses to security challenges in the Western Balkans

Mandated by security and interior ministers of Western Balkan states and by the European Commission, DCAF led the introduction and establishment of the Integrative Internal Security Governance in the Western Balkans (IISG), a new approach to internal security in the region.

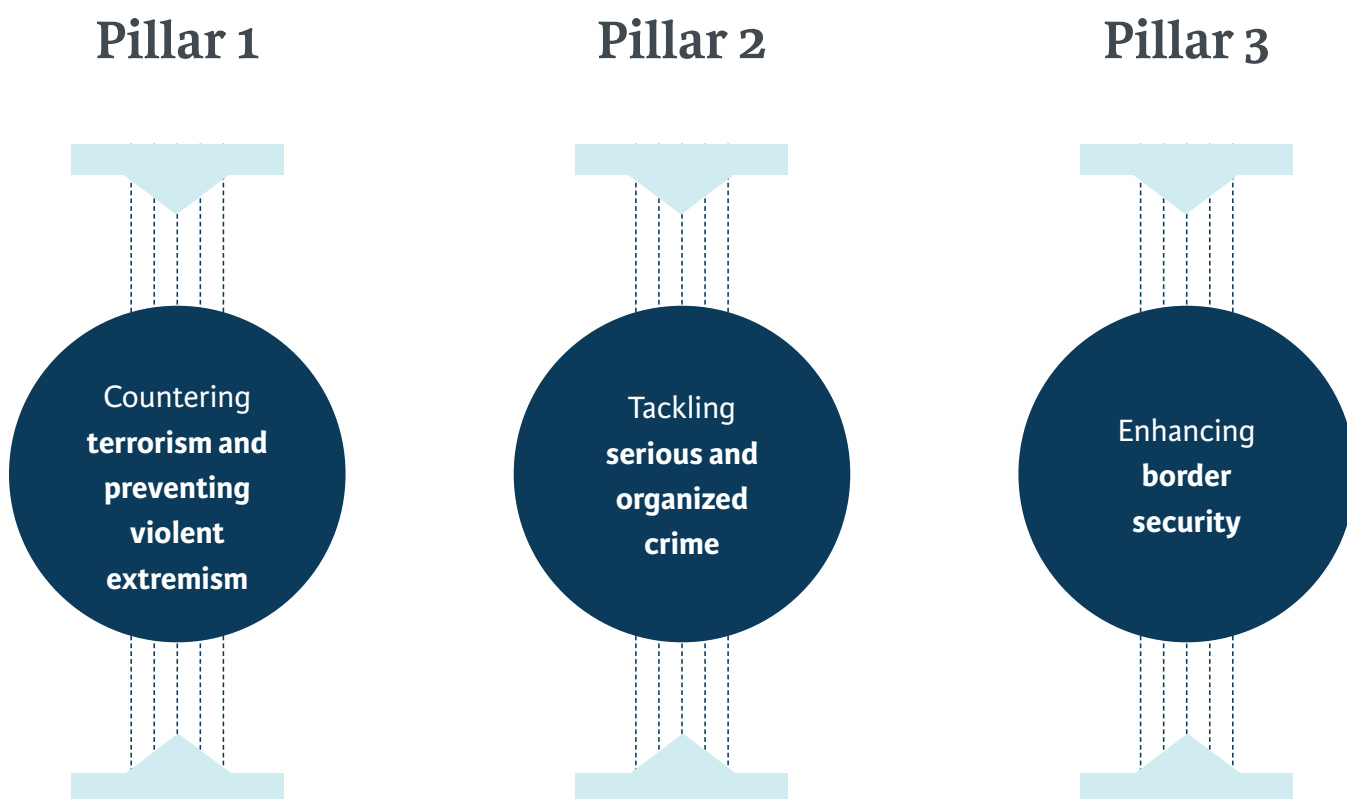
Launched in September 2017, the IISG is a coordination mechanism that brings together regional, international and EU partners with the goal of enabling and cultivating integrated approaches to building assistance programmes on internal security.

It was developed on the basis of the EU Council Conclusions of 9 December 2016 and applies the successful model of the Western Balkan Counter-Terrorism initiative (WBCTi).

The process will develop regionally owned priorities and prepare materials, such as action plans, reports and reviews, as follows:

- Pillar 1 – Countering terrorism and preventing violent extremism;
- Pillar 2 – Tackling serious and organized crime;
- Pillar 3 – Enhancing border security.

By embracing an integrated approach to internal security reforms, the IISG framework allows EU actors and other international partners to collaborate, create synergies and avoid duplication, while contributing to shared priorities and sustainable results. A key goal of the framework is to ensure that the needs of the region are fully considered when developing priorities for cooperation and assistance.



## DCAF supports the implementation process of the Police Cooperation Convention for Southeast Europe (PCC SEE)

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*Employing Joint Investigation Teams to combat organized and international crime has improved the capability of the State Prosecutor's Office in Bosnia and Herzegovina to keep up with the pace of organized crime groups.*

*Bosnia and Herzegovina, as a non-EU country but as a signatory to the PCC SEE, is fortunate enough to be able to form Joint Investigation Teams. Knowledge and experience acquired at PCC SEE training sessions have been very helpful to Bosnia and Herzegovina in setting up its first JIT with France, which was supported and financed by EUROJUST.*

**Diana Kajmaković**, State Prosecutor's Office of Bosnia and Herzegovina and member of the PCC Working Group on Joint Investigation



“

*As crime is recognized as a phenomenon that knows no borders, an adequate response to it has to be police associations at an international level. The PCC SEE Convention represents a legal basis, a multilateral agreement that facilitates the effective tackling of cross-border threats and international crime. This legal tool developed in accordance with the EU standards and by generous help from the EU experts enables higher level of security especially when it comes to international crime. In Montenegro, the PCC SEE tools are an important part of the national police education and training programmes.*

**Nenad Vojinović**, Police Academy, Montenegro

# Eastern Europe, South Caucasus, Central Asia

## Regional focus

- Improving oversight capacities across democratic institutions, national human rights institutions (NHRIs) and civil society.
- Promoting resource management and anti-corruption best practices and mechanisms.
- Addressing the lack of joined-up multi-stakeholder approaches to security sector oversight.

In the Eastern Europe, South Caucasus, Central Asia region, our work centres on increasing the capacity of government institutions, civil society, ombuds institutions and the media to perform effective democratic oversight. We work to build parliamentary capacity, facilitate anti-corruption and integrity programming, and tackle defence and intelligence reform issues.

## Austria – countering violent extremism (CVE) in Central Asia

At the request of the Chairmanship-in-Office (CiO) of the Organization for Security and Co-operation in Europe (OSCE), we supported a mapping study called *Strengthening OSCE's Role in Central Asia: Combating Violent Extremism by Applying Human Security Measures*. It was delivered in September to the Austrian Ministry of Foreign Affairs' OSCE CiO Task Force and the CiO's Special Representative on Radicalisation and the Fight Against Violent Extremism, together with Policy Recommendations for the OSCE to address ongoing CVE challenges. Dr Peter Neumann – the CiO's Special Representative and Director, International Centre for the Study of Radicalisation (ICSR), King's College, London – acknowledged DCAF's valuable contribution in his final report.

## Georgia – contributing expertise on constitutional reform and democratic oversight of the security sector

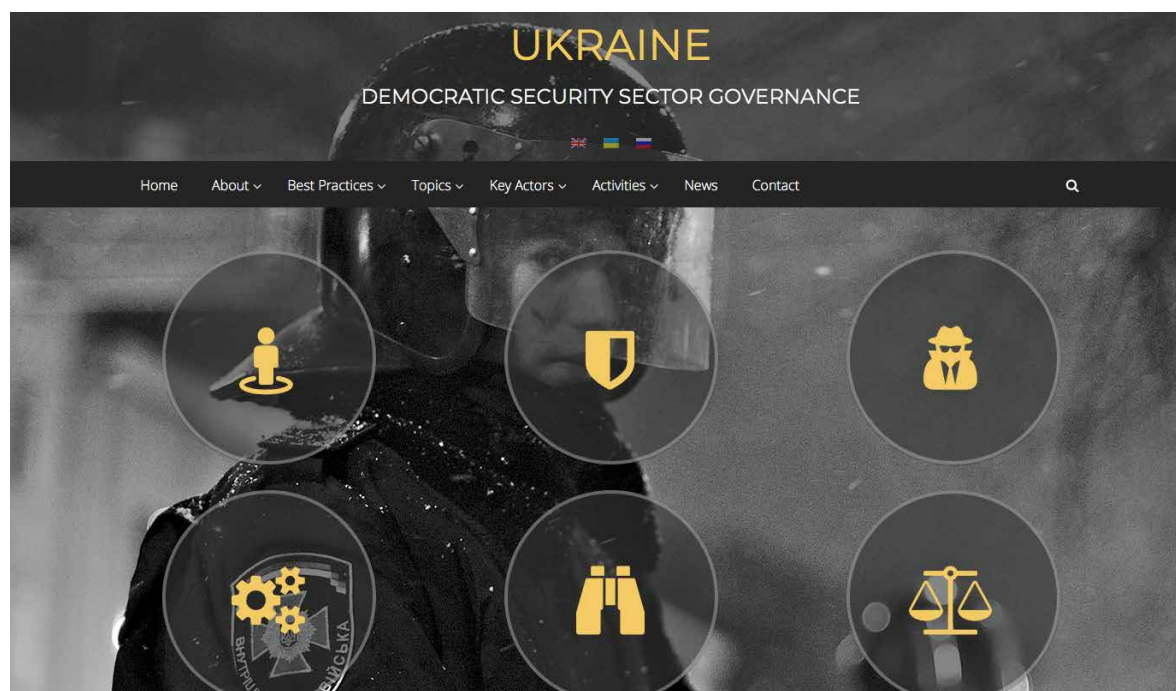
We supplied training sessions to staff from the Georgian Public Defender's Office, civil servants and NGOs, using new materials on monitoring law enforcement and intelligence. DCAF's expertise also informed discussions on constitutional reform with the President and National Security Council of Georgia. Our contributions included a session for the international community on the impact of proposed constitutional changes on democratic oversight of the security sector.

## Ukraine – developing online tools for security governance

We concluded a two-year project funded by the Dutch Ministry of Foreign Affairs on 'Security Governance Best Practice – Monitoring Platforms', and finalized the project website *Ukraine: Democratic Security Governance*, in Ukrainian, Russian and English. DCAF also launched a video explaining Ukraine's ongoing security reform, and continued to work with the Geneva International Centre for Humanitarian Demining (GICHD) and OSCE Project Coordinator in Ukraine (OSCE PCU) on humanitarian demining issues in the country.

## Providing fingertip access to resources on building integrity

We developed a new Security Sector Integrity website to improve access to tools and information related to building integrity and countering corruption in the defence and security sector. Available in Ukrainian, Russian and English, it is funded by the Security Policy (SIPOL) unit of the Swiss Ministry of Defence, Civil Protection and Sport.



## Partnership for Peace Consortium (PfPC) – the impact of combining strengths

We continue to lead work by the PfP Consortium of Defence Academies' SSR Working Group on intelligence oversight, defence institution building and military justice. Bringing together stakeholders from North America and NATO partner states, the group's impact became clear when Canadian MP Wayne Easter stressed the Consortium's valuable role in parliament.



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*DCAF, both as an organization and in terms of its representatives, needs no introduction in Ukraine. DCAF's involvement in Ukrainian affairs has always been highly visible, productive and consistent. Having DCAF as a partner always guarantees that you not only have a full room of participants and an appropriate level of speakers at an event, but also a high-quality discussion. DCAF publications, whether their own or co-sponsored, are a unique source of knowledge about security sector governance and security sector reform best practices. DCAF has the advantage that its knowledge products are not just in English, but also in other languages, including Ukrainian, a practice that ensures accessibility for non-English speakers.*

**Dr Oleksiy Melnyk**, Co-Director, Foreign Relations and International Security Programmes, Razumkov Centre, Kyiv, Ukraine

[www.razumkov.org.ua](http://www.razumkov.org.ua)



“

*One of the biggest problems affecting our security sector is the weakness of professional discussions, which compromises the quality of draft policy documents and limits consensus on the direction of security and defence sector reforms. The Razumkov Centre-DCAF conferences were a strong step towards initiating such discussions. A unique platform was created for experts from the public sector, NGOs and academic structures, where challenging issues could be discussed, solutions identified, and recommendations proposed.*

*I wish to stress that the materials of all the conferences were thoroughly examined by the staff of the National Security and Defence Councils and have been taken into account in the drafts of conceptual documents on a par with proposals received from the EU Advisory Mission, NATO advisers, and other international partners.*

**Dr Oleksandr Lytvynenko**, Deputy Secretary, National Security and Defence Council of Ukraine



# Asia-Pacific

## Regional focus

- Supporting multi-stakeholder SSG/R dialogue processes at national level.
- Strengthening parliamentary capacity to oversee and legislate on the security sector.
- Assisting reforms of security institutions, in particular the armed forces and police.

Our focus in the Asia-Pacific region is on national and international SSG/R projects with particular attention given to enhancing accountability and integrity in policing and the work of the armed forces, and strengthening the oversight of parliaments, the media and others, which are crucial to achieving good governance of the security sector.



## Myanmar – working with police, armed forces and parliament to improve SSG performance

As part of our multi-year commitment to an EU-funded project to support reforms of the Myanmar Police Force (MPF), DCAF reviewed the current legal framework for policing in Myanmar and assisted in setting up an expert team that will provide international and regional advice on modernizing internal and external accountability and oversight of the MPF. Under the same EU project, we further supported the Myanmar parliament's SSG capacity building efforts.

In collaboration with the Swiss Embassy in Yangon, we also provided training on disarmament, demobilization and reintegration (DDR) and SSR to military officers of the Myanmar Armed Forces involved in the nationwide peace process.

## Philippines – SSG/R and federalism, training for national police and SSR's role in preventing violent extremism

Our ongoing training collaboration with the National Defense College of the Philippines focused on Implications of Federalism for SSG and SSR in the Philippines. Together with the Philippine Public Safety College, DCAF offered a seminar for senior police officers on police ethics and internal accountability.

In collaboration with regional experts, we organized a panel in Manila on SSG/R and the Prevention of Violent Extremism (PVE) at the Conference on Peace and PVE in Southeast Asia, with a focus on the importance of good SSG in preventing violent extremism in the region.

## Thailand – sensitizing media to their oversight potential

DCAF worked with the Thai National Broadcasting and Telecommunications Commission to enable exchanges on SSG principles and the media's potential as a provider of security sector oversight. We co-organized a workshop on Human Security, Development, Peace Processes and the Role of the Media for community radio broadcasters from Thailand's southernmost provinces, and a seminar on Parliaments and SSG for academics, media, civil society and government officials.

## >> Feature

### After 10 years of IPF-SSG: taking the SSG forum model to new regions

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DCAF has supported parliamentary security sector oversight in Southeast Asia since 2006 through the annual Inter-Parliamentary Forum on Security Sector Governance (IPF-SSG). This unique platform allows regional lawmakers and other stakeholders to share national experiences and best practices on SSG/R. In 2017, the 14th IPF-SSG took place in Nay Pyi Taw, Myanmar, under the theme SSG in Transition Societies: Working Towards Effective and Accountable Security Provision.

Building on a decade of lessons learned in Southeast Asia through the IPF-SSG, DCAF explored the possibility of expanding a similar approach across the greater Asia-Pacific region. In March, with the Cambodian Institute for Cooperation and Peace (CICP), we co-organized a Learning Lab on Improving SSG in Southeast Asia with parliamentarians and parliamentary staff, plus representatives of other key oversight bodies, such as ombuds institutions, civil society, think tanks and academia from throughout the region. We examined the current status of security sector oversight in Southeast Asia and identified roles for international actors to offer constructive support in building SSG capacities.

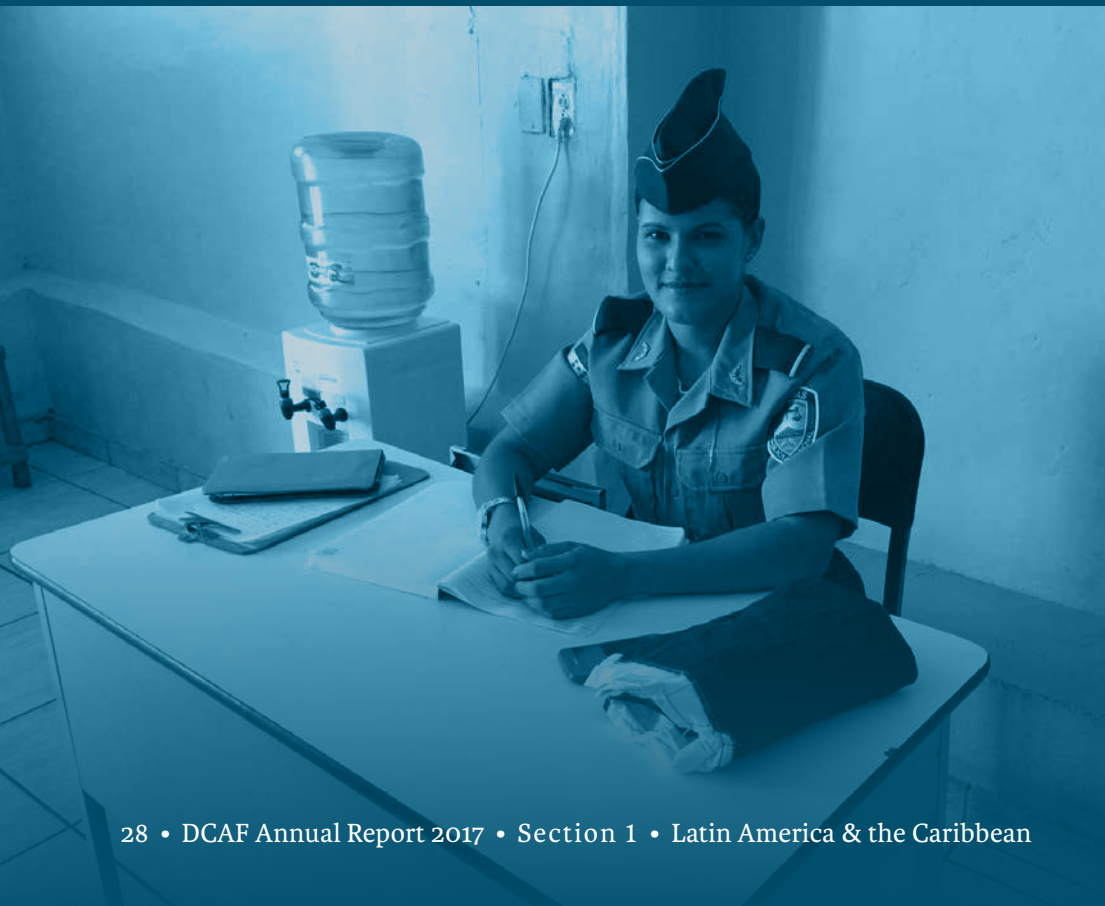
Findings from the Learning Lab and the 14th IPF-SSG, which welcomed delegations from East Asia (Japan) and South Asia (India) for the first time, suggest there would be considerable value and interest in DCAF piloting SSG Forums in East and South Asia. Moreover, a scoping mission to Sri Lanka, high-level visits to South Korea, Japan, Indonesia and Singapore, and the hosting in Geneva of several delegations from the region paved the way towards future programme expansion. In 2018, DCAF will seek to establish a comprehensive network of SSG stakeholders across the entire Asia-Pacific region, while still supporting existing SSG enhancement projects in Southeast Asia.

# Latin America & the Caribbean

## Regional focus

- Supporting police reform processes at a national level.
- Facilitating spaces for dialogue for women on security priorities.
- Promoting good governance of the private security sector.
- Enabling national actors to draw on internationally recognized norms and good practices.

Our work in Latin America and the Caribbean has contributed to police reforms, the inclusion of women in the security dialogue and the national regulation of private security providers. We also assisted partners in addressing security and human rights challenges related to the extractives sector.



## Enabling women to join the security conversation in Colombia

Following the peace agreement between the Revolutionary Armed Forces of Colombia (FARC) and the Colombian government, DCAF helped the National Police to adapt response protocols on violence against women in 'transitional zones'. Consulting women's groups in the affected areas enabled women to contribute to conversations on security priorities in the country.

## Promoting good governance of the private security sector

In partnership with the UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UNLIREC), we led six seminars on private security regulation for national legislators and regulators, private security companies and civil society. We also engaged stakeholders to foster reflection on the use of force by private security companies.

## Contributing to a drop in private security companies' small arms and light weapons use in Costa Rica

We carried out a comprehensive review of current private security legislation in Costa Rica as part of tailored advisory support to the government. The project contributed to private security companies in Costa Rica reducing their use of small arms and light weapons. We also provided legislative and regulatory advisory services to Peru and Guyana.



## >> Feature

### Shaping security sector reform in Honduras: measuring impact on the ground

DCAF helped to shape security sector reform in Honduras by leading a consortium on justice and security sector reform (JSSR) in the country. The work of the consortium, which was set up in 2013 with a mandate to support the Swiss Agency for Development and Cooperation (SDC) country office, focused on strategic and operational change management in 2017. Priorities included police reform and assistance to the SDC to transfer internal knowledge and experience to the next programme cycle.

DCAF also monitored the government's progress in implementing its comprehensive civic coexistence and public safety programme, and provided expertise on the reform of the police education system and criminal investigation capacity. As part of our advisory and monitoring role, we provided constructive recommendations to the SDC and its partner, the Secretary for Security, on how to build on key advances, such as the halving of the national homicide rate from 86.5 people per 100,000 in 2011 to 42.8 per 100,000 in 2017 (Honduran Ministry of Security, 2017). The Honduran people also showed growing confidence in the police – another notable indicator of improved security. In 2016, half of Hondurans stated they had confidence in their local police, up from 29 per cent in 2015. (Gallup, 2017).

Following the renewal of the mandate from 2018 to 2022, DCAF will build on these experiences and remain engaged in Honduras with an increasing presence on the ground.

**Highlights**

- Working with bilateral partners
- DCAF's International Security Sector Advisory Team (ISSAT)
- Enhancing the performance of multilateral partners

# DCAF — Helping international SSR actors to apply good practice

DCAF enjoys access to the highest levels of all major national, international and regional SSR actors. We are a trusted, impartial advisor to countries facing challenges linked to good SSG, and a partner to security and justice agencies, ministries and parliaments involved in the political and technical process of security sector reform.

We advise multilateral organizations, such as the United Nations, African Union and European Union, on their SSR policies, and we help translate those policies into impactful practice on the ground.

# WORKING WITH BILATERAL PARTNERS

## Baseline Assessment for Swedish Security and Justice Programme in Albania

At the request of the Swedish Government, we conducted a baseline study of the Albanian juvenile justice system. This was a unique opportunity to support one of the few remaining global examples of a cross-government, bilateral security and justice programme. The programme deploys serving national practitioners representing all institutions in the criminal justice chain. We were asked to provide an initial baseline study that could be used to test the relevance of the programme intervention and help measure or test reform progress over time. The assessment explored issues of accountability, capacity, coordination and management across the sector. It also analyzed the quality of services and obstacles to access to justice for juveniles, with particular focus on the use of alternative sanctions, rehabilitation systems and diversion mechanisms. In Albania, juvenile justice is increasingly prominent in national justice debates following the adoption of a progressive and comprehensive new Law on Juvenile Justice. Lessons on how to encourage more joined-up action will be shared widely as more bilaterals and multilaterals prioritize such approaches.

## Support to Norway on justice sector assessment in Nepal

In 2017, we supported the Norwegian Embassy to Nepal to conduct a comprehensive assessment of the Nepalese justice sector. This was an opportunity to further encourage a holistic approach to international assistance to national processes. Given Nepal's ethnic and geographical diversity, access to and experiences of security and justice services can widely differ, depending on caste, linguistic skills, gender or sub-region of residence. From a methodological point of view, typical institution-specific assessments that review existing capabilities or functions of institutions or the sector proved insufficient to capture the complex dynamics of access to justice and security in Nepal. In response, we revised and combined our community-based assessment and institutional assessment methodologies to capture both security and justice needs, including obstacles to seeking justice. We then correlated the data to show how institutional factors like management, capacity or accountability systems either cause or contribute to such needs. This new approach revealed how existing management structures, human resource policies and the absence of effective accountability mechanisms influenced the extent to which women and certain castes faced greater challenges in accessing justice. By including a mapping of donor support to security and justice reform in Nepal, the assessment also showed the extent to which some of the emerging gaps were being addressed through existing or planned donor programmes.



# DCAF'S INTERNATIONAL SECURITY SECTOR ADVISORY TEAM (ISSAT)

ISSAT provides strategic and practical support to the international community in its efforts to improve security and justice, primarily in conflict-affected and fragile states. It does this by working with a group of Member States and institutions to develop and promote good security and justice reform practices and principles, and by helping its members to build their capacity to support national and regional security and justice reform processes.

Albania

Austria

Bangladesh

Belgium

Bulgaria

Burkina Faso

Canada

Egypt

Ethiopia

Finland

France

The Gambia

Germany

Haiti

Honduras

Ireland

Italy

Jordan

Lebanon

Liberia

Madagascar

Moldova

Nepal

Netherlands

Niger

Norway

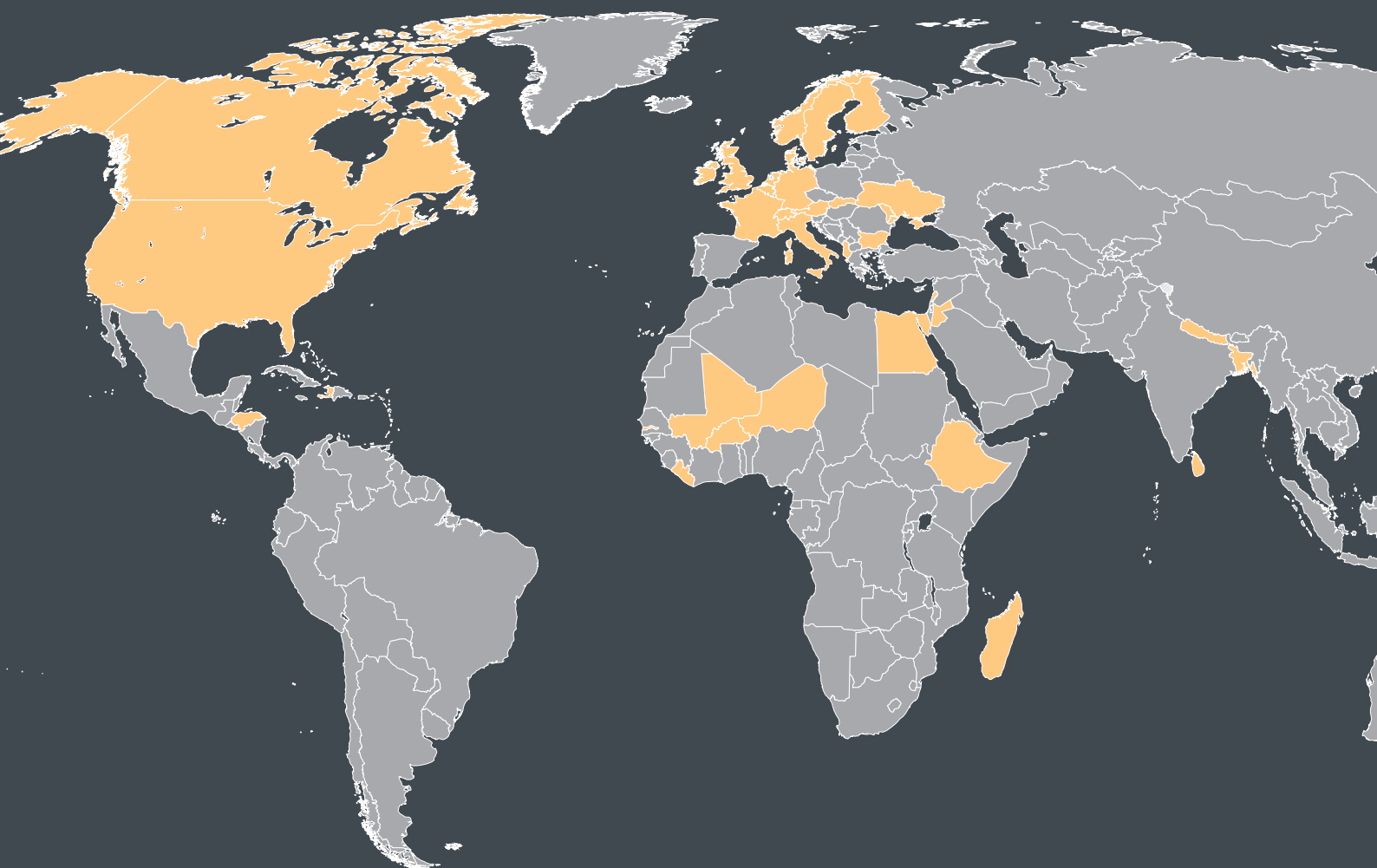
Slovakia

Sri Lanka

Switzerland

United Kingdom

United States of America





## Types of support



### Advisory field support

Providing field and headquarters staff targeted, project-specific SSR support.

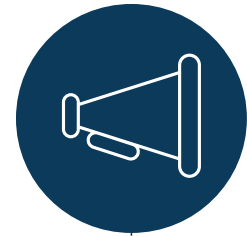
- Conceptualizing, planning and conducting SSR assessments
- Designing security and justice programmes
- Reviewing and evaluating programmes
- Establishing programme monitoring mechanisms
- Long-term backstopping combined with short-term technical support
- Coaching and mentoring field staff
- Providing surge capacity at key points of bilateral and multilateral support



### Professional development and training support

Developing capacity and awareness on security and justice reform for field and headquarters personnel.

- Free, multilingual, e-learning courses
- Level 2 face-to-face security and justice training
- Design or delivery of specialized training
- Support to security and justice training development
- Applied SSR professional development and training support for peacekeeping training centres



### Outreach and knowledge services

Documenting and sharing good SSR practice, tools and methodologies to foster a learning environment where security and justice practitioners exchange and communicate.

- Methodology and guidance development
- Development of practical tools
- Lesson learning facilitation
- Trends and challenges map
- Connecting practitioner communities
- High-level panels where key SSR practitioners discuss challenges facing the international community on SSR support

# ENHANCING THE PERFORMANCE OF MULTILATERAL PARTNERS

## *United Nations Mission to Liberia (UNMIL)*

In 2017, UNMIL sought our expertise to identify lessons from almost 15 years of its support to development of rule of law in Liberia, a sign of the UN's increasing prioritization of learning from how support is best provided. We conducted this jointly with UNMIL, the DPKO Office of Rule of Law and Security Institutions (OROLSI), and with additional support from the Office of the United Nations High Commissioner for Human Rights (OHCHR). The exercise captured best practices and innovation, and reviewed mandate successes and shortcomings. It also identified strengths and weaknesses of UNMIL's adopted approaches in its extensive engagement in support of rule of law, comprising reform of the justice and security sectors, including the national police, and the promotion, protection and monitoring of human rights. This provided an invaluable learning opportunity, as UNMIL has been the pioneer and lead mission in comprehensive and integrated support to rule of law since its establishment in 2003.

## *UNDP Global Programme*

We continued to support the UN Development Programme (UNDP) in 2017 to improve the organization's strategic monitoring capability of the Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development. To date, two DCAF evaluations of UNDP's Global Programme work in Jordan (Community Security and Access to Justice) and Guinea-Bissau (Rule of Law and Justice) have contributed to building the evidence base for improving the strategic monitoring capability of the Global Programme. In support of this, we attended the UNDP Annual Rule of Law Meeting, in June, to contribute to the discussions on innovation in impact assessment. As a follow-up to the Jordan evaluation, we supported the UNDP Country Office to translate the recommendations into the development of a new Theory of Change. Our support to the Global Programme will continue in 2018 with evaluations of other country projects.

## *United Nations*

### **Contributing to key UN agendas**

We focused on two key international agendas of the UN in 2017: the 2030 Agenda for Sustainable Development and the Sustaining Peace Agenda. We co-hosted the Solutions Forum on SDG16+ Towards Implementation, in June, and partnered with UN Habitat and the Graduate Institute to organize a high-level urban safety conference in Geneva in the context of SDG11. We also launched the research project *SSR for Safer Cities*. Under the Sustaining Peace Agenda, the UN and the World Bank used our input in their flagship study *Pathways for Peace – Inclusive Approaches to Preventing Violent Conflict*. We also supported the organization of a high-level conference on SSR in sustaining peace in Bratislava, with the participation of the UN, EU, OSCE and the World Bank.

### **Mapping the approaches of multilateral organizations**

To support a dialogue among organizations on enhancing the predictability of international support to SSR, we are conducting a Mapping Study on the Approaches of Multilateral Organizations to SSR Support. This study comes at the request of the UN and in cooperation with the AU, EU and the OSCE.

### **Supporting the UN's Defence Sector Reform (DSR) Review**

In order to inform UN DPKO's review of the application of the UN DSR Policy of 2011, we carried out a study on the implementation of defence sector reform mandates by UN Peacekeeping Operations and Special Political Missions. We analyzed more than 150 UNSC Resolutions and 360 UN Secretary-General Reports adopted over the period January 2006-January 2016.

### **Identifying lessons from the integration of ex-combatants**

In order to learn from national experiences, we conducted a comparative analysis of the integration of ex-combatants into the security sector, at the request of the UN. The final study is intended to provide the empirical foundations for the development of a UN Guidance Note on the issue under the auspices of DPKO's SSR Unit and disarmament, demilitarization and reintegration (DDR) Section.

## EU-initiated Integrative Internal Security Governance (IISG)

Developed on the basis of EU Council Conclusions in 2016, mandated by the European Commission and launched by Western Balkan states in 2017, the IISG is a multilateral coordination mechanism that brings together regional, international and EU partners with the goal of integrating assistance efforts in the areas of preventing and countering terrorism, combating serious and organized crime and enhancing border security. The IISG has more than 50 international partners – including United Nations agencies, the Organization for Security and Cooperation in Europe (OSCE) and the Council of Europe – that share the aim of improving the governance and efficiency of internal security cooperation in the Western Balkans. DCAF led the introduction and establishment of the IISG, and is hosting the IISG Support Group, a technical body assisting all involved partners with IISG implementation.

## EU Sahel

Understanding the context and the security and justice needs of populations and the institutions that serve them is vital to developing effective programmes to support national processes. With this in mind, we initiated a 13-month project in 2017 to provide the EU Emergency Trust Fund for Africa, other EU instruments and EU Member States (EUMS) active in the region with a better understanding of the situation in the Sahel region, specifically in Burkina Faso, Chad and Niger. Combining public perception surveys, regional analysis and comprehensive country assessments based on a newly developed reference guide for security and justice institutions (the so-called '*socle de référence*'), the approach will allow for more strategic identification of engagements. The work is being carried out with a number of EUMS and institutes, namely CIVIPOL and Justice Coopération Internationale (JCI) from France, the Belgian Development Agency (BTC), the Stockholm International Peace Research Institute (SIPRI) and Clingendael, from the Netherlands, bringing together further breadth of expertise.

## EU Security Sector Governance Facility

The European Union (EU) is a leading global donor in the area of security sector governance and reform. Through its development cooperation instruments and Common Security and Defence Policy (CSDP) missions, the EU has taken a preeminent role in defining an operational, strategic and political approach to SSR at country and regional levels worldwide. The 2016 EU-wide strategic framework to support SSR brought a coherent political impetus to enhance the effectiveness of the EU's engagement for better state and human security in partner countries.

In late 2017, DCAF, leading a consortium that includes the Folke Bernadotte Academy (FBA), Justice Coopération Internationale (JCI), the Africa Security Sector Network (ASSN) and Clingendael, won the bid to contribute to the implementation of the 2016 Framework. The Facility will quickly, flexibly and effectively provide targeted support for emerging needs of countries undergoing SSG/R processes and the EU Delegations and missions supporting them. It will seek to enhance coherence in the way that the EU supports SSR, through the development of lessons, tools and methodologies from assignments that can be shared across EU actors, instrument, missions and delegations. The three-year contract came into force on 15 January 2018 and the team is working with the EU to identify the Facility's first assignments.

## OSCE

### Strengthening the OSCE's approach to SSG/R support

At the request of the OSCE we developed a Briefing Note for Senior Managers on the OSCE Guidelines on SSG/R. We also supported the organization in reviewing the implementation of the first set of Guidelines on SSG/R to identify key challenges and opportunities for improving OSCE support in this field.

In addition, in close cooperation with the Austrian 2017 Chairmanship in Office of the OSCE, DCAF organized the OSCE Focus 2017 conference (see page 42).

# DCAF — Bringing real-world experience to international policy development

## Highlights

- Gender equality and security
- Supporting international security policy development
- Driving the global security policy conversation
- Driving innovative partnerships in business and security
- Promoting international commitment to best practices in business and security

Established to develop, enhance and monitor SSR methodologies and impacts, DCAF was an early SSR pioneer that was responsible for shaping the nascent SSR concept.

Today, we are proud to be the world's most experienced centre of SSR excellence and a bellwether for international SSR professionals everywhere. Most of the world's foremost experts in the SSR field either work or have worked with DCAF, and we have fingertip access to an extensive roster of highly specialized practitioners.

DCAF was among the first to identify gender equality in the security sector as an indispensable component of any SSR process. Gender equality is now universally accepted as a start point of any SSR vision; only when all members of society enjoy equal access to security, and the security sector fairly reflects the population it serves, can that society aspire to be secure.

# GENDER EQUALITY AND SECURITY

In 2017, DCAF revised its Gender and Security Strategy to explicitly state that 'Gender equality is a DCAF guiding principle'. The implementation of this strategy follows three distinct pillars:

## 1 – Institutional capacity building

DCAF continued to support institutional capacity building by developing and disseminating tools to provide institutional partners with resources to advance gender equality. In Jordan, as part of the NATO Trust Fund III, we assisted the armed forces in assessing their capacity to integrate women, culminating in a three-year action plan. In Afghanistan, DCAF reinforced the capacity of the United Nations Development Programme (UNDP) to accompany the Ministry of the Interior in a gender self-assessment. Finally, we continued offering gender and SSR training support to the UK Stability Unit and to a Dutch-Spanish Initiative on Gender in Operations. We trained more than 250 security experts from governments, international organizations and NGOs in 2017 alone.

## 2 – Inclusive and participatory oversight

Inclusive and participatory oversight is a crucial pathway for integrating women's voices in security sector governance. In 2017, DCAF finalized a three-year project in Liberia which supported hundreds of men and women to engage in inclusive dialogue on security, governance and gender equality within their community and with security actors. Additionally, DCAF facilitated NATO's Civil Society Advisory Panel on Women, Peace and Security for a second year.



## 3 – Gathering, disseminating and promoting good practices

In 2017 we continued gathering, disseminating, and promoting good practices in the provision of security and justice services for all. In 2017, DCAF finalized a five-year project in Bosnia and Herzegovina to improve the criminal justice response to domestic violence and to support the judiciary to prevent and respond to sexual and gender-based harassment. Guided by this success, we started a similar project in Ukraine, which in 2017 yielded a well-received assessment of the judicial response to violence against women.

Finally, DCAF contributed substantially to the global discourse on the United Nations 2030 Agenda for Sustainable Development by highlighting the intersection between SDG 5 and SDG 16 in various fora.

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*We the immigration officers included in this training have learned and come to understand that it is our binding duty to protect the rights of women crossing the border and there is no turning away from this. We appreciate the reinforcement this Gender and SSR training has provided.*

**Major Dixon H. Willie, Sr,** Bureau of Immigration and Naturalization, Liberia



“

*I read DCAF’s report until 3 am last night and I felt this is so accurate! I believe the report should be sent to every single Member of Parliament in order to convince them of the necessity to ratify the Istanbul Convention.*

**Representative of the National School of Judges, Kyiv, Ukraine**

“

*In Grand Gedeh, a traditional elder, Madam Traphine Chie, explained that an immigration officer insulted a woman that had participated in the project and she reported it to the officer’s boss. She said, ‘We women are not afraid to do this anymore’. We had learned from the SSR and gender training that it was the right thing to do for our protection. We learned that as a woman, we have equal rights just like men.*

**Coordinator, Mano River Women’s Peace Network (MARWOPNET), Liberia**



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*DCAF’s support to NATO’s Civil Society Advisory Panel was critical to the successful launch of the Panel. The team provided expert advice, knowledgeable background, collegial facilitation, and kept us on track. Through meeting preparation, skilful facilitation during meetings as well as backstopping between meetings, the DCAF team has been instrumental since the Panel’s inception.*

**Coordinator, Women, Peace and Security Network-Canada/CSAP Steering Committee Member**

# SUPPORTING INTERNATIONAL SECURITY POLICY DEVELOPMENT

## Supporting international policy agendas

In 2017, DCAF contributed to the 2030 Agenda for Sustainable Development, in particular in relation to SDG 5 – gender equality; SDG11 – sustainable cities and communities; and SDG16 – peace, justice and strong institutions.

With regard to SDG16, we supported the Solutions Forum on SDG16+: Towards Implementation, which took place in the Maison de la Paix, in Geneva, on 29-30 May 2017.

The Forum highlighted:

1. That SDG16 is crucial for the implementation of many other SDGs;
2. That the rising prominence of cities is an important entry point for programming;
3. The importance of prevention.

DCAF also partnered with UN Habitat and the Graduate Institute to organize the expert conference ‘Reviewing the State of Safety in Cities: Partnerships and Solutions for Localized Implementation’ (26-27 June) and a High-Level Panel at the UN Office at Geneva (UNOG) (28 June), with the participation of the city of Cologne, the International Committee of the Red Cross (ICRC), UN Habitat, UNOG and civil society actors. As a result, a technical working group was set up on the topic of security sector governance and reform at the municipal level.

Furthermore, DCAF has contributed to the Sustaining Peace agenda in various ways, for example, by contributing to the UN/World Bank flagship study *Pathways for Peace – Inclusive Approaches to Preventing Violent Conflict* (see page 40) as well as by organizing events such as the high-level conference on the role of SSR in sustaining peace in Bratislava in June (see page 41).

## Role of parliament in police governance: lessons learned from Asia and Europe

As the primary agency for law enforcement, the police operate at close proximity to the public and exert significant influence over the security of individuals and communities through their behaviour and performance. Ensuring accountability of police officers and policing institutions is fundamental to good governance of the security sector in democratic societies. And parliament, as the highest representative body in a democratic system, plays a decisive role in upholding police accountability.

DCAF undertook a research project on the Role of Parliament in Police Governance: Lessons Learned from Asia and Europe. Its outcomes, published in 2017, present good practices and recommendations for improving police accountability, with an emphasis on the strengthening of the role of parliament in police governance.

The comparative analysis is based on national case studies compiled in the framework of a European Union project to support police reform in Myanmar (2013-2015). Countries studied included Belgium, Germany, India, Indonesia, the Netherlands, the Philippines, Thailand and the United Kingdom. The findings have been widely used in DCAF parliamentary support activities, notably with the Myanmar parliament’s Rule of Law Committee in how to set up a parliamentary committee for policing.

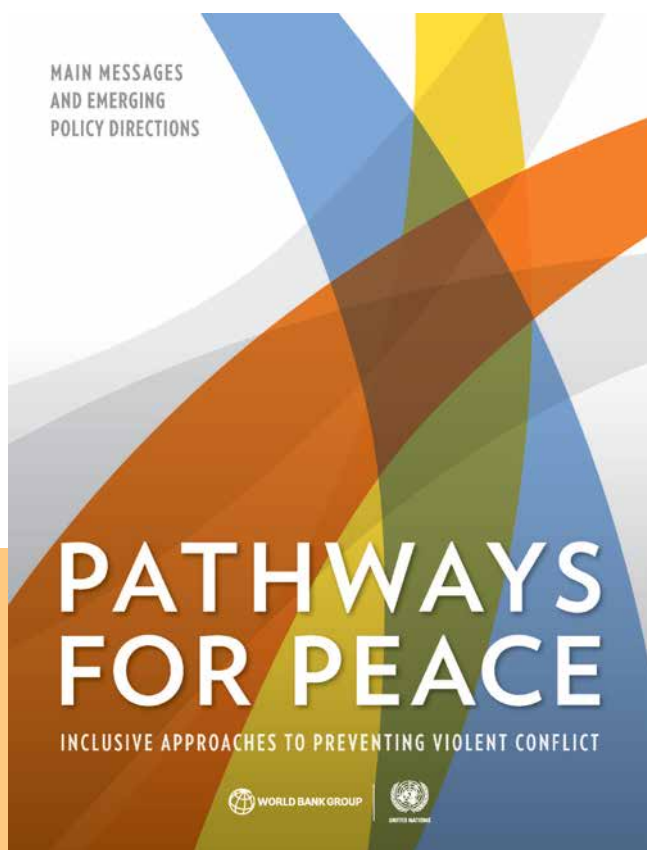
In addition, national actors have on their own initiative used the publication in training on homeland security, such as at the Philippines Public Safety College (PPSC), in Manila. In India, it was used as resource material for a national multi-stakeholder dialogue about the role of parliament in holding police accountable between members of parliament, civil society and police leadership, in Delhi. The report was also distributed through the national library systems of various countries, and used by academia for courses related to police governance in Germany, Philippines and Thailand.

## World Bank and UN draw on DCAF expertise for flagship Pathways to Peace study

In 2017, the UN and the World Bank requested DCAF's input for a study on the prevention of violent conflict, drawing on our knowledge and experience of what works. DCAF provided a background paper giving examples and evidence of how SSR has contributed to the prevention of conflict. Examples have clustered around the importance of sub-regional approaches; inclusivity, including gender, ethnicity, socio-economic status and so on; accountability of behaviour and performance; the application of good public financial management to the security and justice sector; monitoring and evaluation; ensuring whole-of-system coherence; and the increasing role of the private sector. Many of the examples gathered have been incorporated into the joint World Bank-UN flagship report: *Pathways for Peace – Inclusive Approaches to Preventing Violent Conflict*.

## Developing original knowledge products on security sector governance

- The SSR Backgrounders provide concise introductions to topics in SSG/R. In 2017 DCAF's Policy and Research Division added two new editions to the series: Intelligence Services explains the roles and responsibilities of intelligence services in good security sector governance, and Intelligence Oversight describes how intelligence services can be held accountable in democracies.
- In conjunction with DCAF's support to the International Conference of Ombuds Institutions for the Armed Forces, DCAF published seven case studies on ombuds institutions from OSCE countries. The case studies have since been used by policy makers to evaluate different models and approaches to independent oversight.





# DRIVING THE GLOBAL SECURITY POLICY CONVERSATION

## High-level event in Bratislava

To review the extent to which SSR support can meaningfully contribute to sustaining peace, DCAF helped Slovakia in organizing a two-day High-Level Conference on the Role of Security Sector Reform in Sustaining Peace: Challenges and Opportunities, in Bratislava in June 2017. It gathered over 100 participants, as well as representatives of multilateral organizations, including the UN, the EU, the OSCE, the OECD and the World Bank.

The conference resulted in policy recommendations on how SSR support can more effectively contribute to efforts to sustain peace. These included calls to strengthen the preventive nature of SSR, including by addressing the exclusion generated or maintained by the security sector and by building its resilience. The importance of strengthened partnerships among multilateral organizations was also highlighted.

The ten key recommendations emerging from the event were reflected in an outcome document, which was registered as an official UN document. They are intended to serve as input to relevant discussions on the sidelines of the 72nd session of the General Assembly.



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*The Bratislava Conference on the Role of Security Sector Reform in Sustaining Peace, in which I participated, took place at a timely moment. As President of the 72nd session of the UN General Assembly – elected in June 2017 – I made sustaining peace a key priority for my term in office. From the beginning of my Presidency, I have worked on building momentum in the lead-up to the High-Level Meeting of the General Assembly on efforts undertaken and opportunities to strengthen the UN’s work on peacebuilding and sustaining peace, on 24 and 25 April 2018. Outcomes of meetings such as the one in Bratislava are crucial for developing insights to better inform these Member State discussions. The Bratislava Conference made a difference in that it addressed questions on what we can do better to promote peace through SSR support. DCAF played an instrumental role in the success of the Bratislava Conference and I am grateful for their ongoing commitment and support.*

**Miroslav Lajčák**, President of the 72nd Session of the UN General Assembly

## Empowering the OSCE in challenging times

In close cooperation with Austria as Chairman in Office (CiO) of the OSCE, the OSCE Focus 2017 conference, on 13-14 October in Geneva, was dedicated to the theme 'Empowering the OSCE in Challenging Times'. Over 40 high-ranking participants from the OSCE community, including the newly elected Secretary General, engaged in frank debates about the need for the OSCE to deal with rapidly changing geopolitical and security environments and to address its own institutional challenges. The conference was organized by DCAF in collaboration with the ministries of foreign affairs of Austria, Italy and Switzerland, and the Center for Security Studies (CSS), ETH Zurich.



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*I would like to thank DCAF, CSS, and the foreign ministries of Austria, Italy, and Switzerland, for their hard and enduring work in hosting the sixth OSCE Focus 2017 Conference. Three months into my new assignment as Secretary-General and shortly before the 24th OSCE ministerial council in Vienna, the workshop provided a timely moment to assess where the OSCE stands and where it is headed. One of the major strengths of the OSCE Focus 2017 Conference is that past, current, and incoming chairmanships are all represented. Enjoying continuity is one of the key aspects of our work and the achievement of the ambitious goals strongly depends on the coordination of successive chairmanships. Within a context of volatile geopolitical flux and an array of destabilizing crosscutting factors, there is no alternative but to effectively engage in dialogue imbued with pragmatism and a willingness to seek cooperative solutions to the most prominent challenges. The most recent Focus Seminar reassured me once more that the OSCE remains the best placed forum for security dialogue in our region due to its inclusive nature and consensus governance.*

**Thomas Greminger**, OSCE Secretary General

## International Conference of Ombuds Institutions for the Armed Forces

The International Conference of Ombuds Institutions for the Armed Forces (ICOAF) is an annual conference that allows independent military oversight institutions to share experiences and learn from their peers. After the first ICOAF took place in the Bundestag in Berlin in 2009, 9ICOAF took place in London in 2017 and was co-hosted by the Service Complaints Ombudsman for the Armed Forces of the UK. It focused on how ombuds institutions can act as a moral compass of the armed forces and engender positive change.

At the end of the event, the 100 participants from 37 countries produced a statement outlining good practices on the topics discussed at the conference. In addition to guidance on moral and ethical issues, such as mental health, diversity and fostering environments conducive to speaking up about abuses, participants also acknowledged the need to increase their cooperation and to explore the potential for developing mechanisms together in shared missions.

“

*ICOAF is the only platform of its kind for independent Ombuds institutions for the armed forces to share good practices, and learn from each other on a variety of challenges facing us as ombudsmen in this specialist sector. At 9ICOAF we explored a range of moral and ethical issues, and ethics are at the heart of all ombuds institutions' purpose. We achieved a lot over the two days and I look forward to continuing this work in my own organization and with my international colleagues.*

**Nicola Williams**, Service Complaints Ombudsman for the Armed Forces of the United Kingdom



# DRIVING INNOVATIVE PARTNERSHIPS IN BUSINESS AND SECURITY

## Key challenges

- Citizen insecurity, urbanization and the boom in extractive industries
- Human rights abuses involving corporate actors
- Inadequate legal and policy frameworks

DCAF's work in the business and security realm involves governments, parliaments, statutory oversight bodies, international and regional organizations and civil society. We also engage with the corporate world, ensuring a holistic approach that reflects the positive role companies can play in promoting security, development and the protection of human rights.

### Liberia – strengthening private security laws

In collaboration with the UN Mission to Liberia (UNMIL), we supported Liberia's Ministry of Justice to set up a multi-stakeholder group that reformulated private security law. This new legal framework included human rights provisions drawn directly from the Montreux Document and the International Code of Conduct for Private Security Service Providers (ICoC). This was the first time that all key actors from government, civil society and the industry worked together to discuss the challenges posed by private security in Liberia, jointly identifying possible solutions and necessary changes in the law.

### Kenya – training support for public security assigned to extractive operations

In 2017 DCAF supported a human rights based training for public security deployed to extractive operations, titled 'Service with Dignity'. Its focus was on police roles, responsibilities, ethics and professional practices drawn from National Police Service policies and best practices. The training content was based on each force's different roles and responsibilities, stressed their strengths and complementarities and emphasized the value of cooperation.

### Southeast Europe – direct engagement in policy

DCAF supported civil society in Southeast Europe to develop research on private security regulation, develop policy recommendations and engage with policy-makers on oversight and accountability of the private security sector. In 2017, civil society organizations (CSOs) in Albania, Bulgaria, Kosovo and Serbia provided critical input to the public discourse on private security regulation and the development and implementation of government policies and laws, in particular covering private security procurement and licensing.

### Peru – strengthening multi-stakeholder initiatives at the local level

We supported the establishment of a working group on the Voluntary Principles on Security and Human Rights in the Peruvian Macro Sur mining region. With Voluntary Principles working groups normally based in capitals, the objective of this worldwide pilot was to provide good security and human rights practices to the local stakeholders most affected by the safety and security approaches of extractive industry companies.

## >> Case Study

### Strengthening oversight and capacities for small arms control in the private security sector

Since 2015, DCAF and the UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UNLIREC) have worked together to strengthen private security regulation and improve the registration, handling and stockpiling of small arms and light weapons (SALW) of private security companies in Latin America and the Caribbean. By 2017, the project had reached Costa Rica, El Salvador, Guatemala, Jamaica and Peru.

Executive seminars for governments, civil society and companies raised awareness of international norms and good practices and fostered inclusive dialogues on the need to strengthen private security regulation and SALW management. For some partners, this led to a radical change in stance. For instance, in Costa Rica, major industry players voluntarily committed to drastically reduce the number of SALW they own and operate. DCAF also conducted a series of exhaustive legal advisory processes to strengthen the capacity of national regulatory authorities and reinforce human rights elements in the training of private security personnel.

The project's innovative nature bridges norms and good practices from both the disarmament and SSR communities to promote shared security and development goals. This prevention-based approach constitutes a concrete, tangible contribution to the implementation of Sustainable Development Goal 16 – peace, justice and strong institutions.



“

*Through the good practices shared by DCAF, SUCAMEC disposes of better regulation tools, which allow the organization to strengthen the oversight of the private security sector and ensure that PSCs have an unconditional respect for human rights.*

**Mr. Juan Alberto Dulanto Arias**, National Superintendant for Private Security, Peru

# PROMOTING INTERNATIONAL COMMITMENT TO BEST PRACTICES IN BUSINESS AND SECURITY

## Thematic focus

- Oversight and accountability of private security actors
- Cooperation between governments, civil society and business
- Human rights based approaches in different industry sectors

Increasingly, private actors fulfil a range of security functions traditionally provided by the state. However, the influential role they play within the wider security sector governance landscape is little acknowledged. Our work seeks to understand the changing face of security provision and to improve security through policy research, support to norm and standard setting, as well as implementation activities at national and regional levels.

## Bridging policy support and implementation in private security regulation

As the Secretariat of the Montreux Document Forum (MDF), DCAF, working with the Swiss government and the International Committee of the Red Cross (ICRC), provides crucial support for the implementation of the Montreux Document. In 2017, we led research on region-specific challenges linked to private security, and developed guidance tools to support implementation of the Document (see page 48). Around 50 States, plus numerous civil society and international organizations attended the 2017 plenary of the MDF, in Geneva, to discuss opportunities and challenges linked to private security regulation.

## Promoting private security regulation through multi-stakeholder engagement

We work in partnership with governments, businesses and civil society to raise standards within the private security industry by supporting implementation of the International Code of Conduct for Private Security Service Providers (ICoC) and the International Code of Conduct Association (ICoCA). In 2017, we facilitated development of the in situ monitoring function of ICoCA. We also helped shape core procedures for certification and redress for grievances against ICoCA member companies as well as promoting implementation of the ICoC in Latin America and Africa.

## Furthering human-rights-sensitive security practices by extractive companies

The Voluntary Principles on Security and Human Rights (VPs) initiative brings together extractives companies, states and civil society to promote human-rights-sensitive security practices for the industry. In 2017, working in partnership with the ICRC, DCAF developed tools and best practices and reinforced multi-stakeholder engagement on security and human rights by working with governments, civil society and companies in Africa, Europe and Latin America.

## Preventing and countering violent extremism on the internet

Recognizing the importance of human rights and rule of law as a basis for preventing violent extremism (PVE), DCAF supported the Strategic Communications Initiative on PVE online under the auspices of the Global Counterterrorism Forum (GCTF). Working with Switzerland, and in collaboration with the UK, the Initiative resulted in the development of the Zurich-London Recommendations on Preventing and Countering Violent Extremism and Terrorism Online, unanimously adopted by the 30 members of the GCTF.

## Thematic focus



## >> Case study

### Empowering civil society to play a stronger role in private security regulation

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The private security sector is burgeoning in Africa, but its size and the impact it has on the security of the state and its citizens, remain unclear. Common challenges include weak regulation and a growing grey market with unregistered companies, underpaid and poorly trained personnel. Civil society serves as a key – and sometimes the only – source of information on the industry's role and impact.

Established in 2015, DCAF's Private Security Governance Observatory initiative reinforces the role of civil society organizations (CSOs) in ensuring effective oversight and accountability of private security. Since its creation, the network has more than doubled in size to over 60 CSOs from 20 African countries.

In 2017, we conducted two awareness-raising workshops in Ghana and South Africa that reached 120 CSOs. We also led a capacity-building workshop in Mali, gathering CSOs from 12 countries. The workshop considered how CSOs can engage in public policy and advocate for tackling and preventing human rights abuses at national level.

In addition, the Observatory has disseminated international norms and good practices as reflected in international initiatives such as the Montreux Document and the ICoC to address private security regulation, while promoting the importance of national and regional efforts, such as the African Union and ECOWAS.

# WORLD PRIVATE MILITARY AND SECURITY COMPANIES (PMSCs), BY LOCATION AND GROWTH

## Western Europe and other states

30 States in the region  
 25,363 PMSCs (minimum)  
 3,051,335 personnel (minimum)  
 25 Montreux Document (MD) participants

## Eastern Europe

23 States in the region  
 20,487 PMSCs (minimum)  
 658,469 personnel (minimum)  
 12 MD participants

## Africa

54 States in the region  
 16,077 PMSCs (minimum)  
 4,965,711 personnel (minimum)  
 5 MD participants

## Asia-Pacific

56 States in the region  
 Insufficient data on PMSCs  
 Insufficient data on personnel  
 8 MD participants

## Latin America and the Caribbean

33 States in the region  
 16,174 PMSCs (minimum)  
 2,450,786 personnel (minimum)  
 4 MD participants

▲ Source: Burdzy, Anna Marie, Ed. *Mapping Study on Montreux Document Outreach and Implementation*, DCAF, 2017.



SECTION

# 4

# DCAF — Governance and management

## Highlights

- DCAF Foundation Council
- Donor contributions 2017
- DCAF Accounts 2017
- Management
- DCAF organizational structure



# DCAF FOUNDATION COUNCIL

DCAF's Foundation Council is the organization's highest body and comprises representatives of 62 Member States, the Canton of Geneva, plus six Permanent Observers.

President : Amb. (ret.) Véronique Bujon-Barré (France)

## MEMBER STATES

 Albania (2000)	 Georgia (2001)
 Argentina (2009)	 Germany (2000)
 Armenia (2002)	 Ghana (2011)
 Austria (2000)	 Greece (2002)
 Azerbaijan (2002)	 Hungary (2000)
 Belarus (2002)	 Indonesia (2007)
 Belgium (2004)	 Ireland (2000)
 Bosnia and Herzegovina (2001)	 Italy (2001)
 Bulgaria (2000)	 Kyrgyzstan (2011)
 Burkina Faso (2009)	 Latvia (2000)
 Burundi (2010)	 Lebanon (2007)
 Canada (2003)	 Liechtenstein (2006)
 Cote d'Ivoire (2001)	 Lithuania (2000)
 Croatia (2001)	 Luxembourg
 Cyprus (2008)	 Macedonia (2000)
 Czech Republic (2000)	 Madagascar (2015)
 Denmark (2002)	 Mali (2011)
 Estonia (2000)	 Malta (2008)
 Finland (2000)	 Moldova (2002)
 France (2000)	 Mongolia (2014)
 Geneva (Canton) (2000)	 Montenegro (2006)

	Netherlands (2001)
	Nigeria (2000)
	Norway (2002)
	Philippines (2011)
	Poland (2000)
	Portugal (2003)
	Romania (2000)
	Russian Federation (2000)
	Senegal (2011)
	Serbia (2001)
	Slovakia (2000)
	Slovenia (2001)
	South Africa (2001)
	Spain (2001)
	Sweden (2001)
	Switzerland (2000)
	Tunisia (2011)
	Turkey (2003)
	Ukraine (2000)
	United Kingdom (2000)
	United States of America (2000)

## PERMANENT OBSERVERS

	Cambodia (2009)
	Chile (2011)
	Inter-Parliamentary Union (2009)
	Kazakhstan (2012)
	Organisation internationale de la Francophonie (2008)
	Thailand (2009)

# DONOR CONTRIBUTIONS 2017

MEMBER STATE	Deferred income 2016 ---► 2017	Income received in 2017	Deferred income 2017 ---► 2018	2017 institutional fundraising
Albania	-	11,669	11,669	-
Austria*	-	94,707	25,576	69,131
Bosnia and Herzegovina	-	10,991	10,991	-
Bulgaria	-	9,155	9,155	-
Czech Republic	937	-	-	937
Denmark	1,740	703,800	-	705,540
Estonia	-	11,681	-	11,681
Finland	-	32,994	-	32,994
France*	97,047	170,456	165,149	102,354
Germany	344,144	3,733,297	2,088,673	1,988,768
Hungary	-	10,943	10,943	-
Ireland	-	228,880	-	228,880
Latvia	29,253	-	14,864	14,389
Liechtenstein	-	40,000	20,000	20,000
Luxembourg	452,738	345,750	396,227	402,261
Moldova	-	10,943	10,943	-
Montenegro	-	10,943	10,943	-
Netherlands	148,599	2,067,053	759,209	1,456,443
Norway*	188,317	189,110	118,394	259,033
Romania	-	11,633	11,633	-
Serbia	-	21,605	21,605	-
Slovakia	10,783	58,519	33,285	36,017
Slovenia	2,611	-	2,611	-
Spain	66,394	-	646	65,748
Sweden	162,654	1,012,912	-	1,175,566
Switzerland*	1,856,325	14,526,949	1,752,242	14,631,032
United Kingdom	4,143	1,111,534	532,228	583,449
United States	4,158	16,114	-	20,272
ISSAT core accruals	696,014	-	1,317,941	-621,927
Transitories	80,432	-	4,765	75,667
Other donors	99,833	-51,177	-	48,656
<b>Member States total</b>	<b>4,246,122</b>	<b>24,390,461</b>	<b>7,329,692</b>	<b>21,306,891</b>
EU European Union	214,486	1,667,328	655,803	1,226,011.00
United Nations	6,717	81,242	9,117	78,842.00
NATO	1,072	-9,984	-	-8,912.00
OIF	-	27,459	-	27,459.00
OSCE	-	5,804	-	5,804.00
Open Society Foundations	-	1,044,753	381,419	663,334.00
TC Team Consult	-	193,684	-	193,684.00
Hunt	-	16,438	-	16,438.00
Geneva Centre for Security Policy	-	7,836	-	7,836.00
OQ Consulting	-	27,742	-	27,742.00
Folke Bernadotte Academy	-	6,996	6,996	-
<b>Organizations total</b>	<b>222,275.00</b>	<b>3,069,298.00</b>	<b>1,053,335.00</b>	<b>2,238,238</b>
<b>Total contributions</b>	<b>4,468,397.00</b>	<b>27,459,759</b>	<b>8,383,027.00</b>	<b>23,545,129</b>

# DCAF ACCOUNTS 2017

(All figures in Swiss francs)

<b>INCOME</b>	
Institutional funding	23,545,129
Other income	877,188
Operating income	24,422,317
Miscellaneous income	59,484
<b>Total income</b>	<b>24,481,801</b>

<b>EXPENDITURE</b>	
<b>Policy and Research</b>	<b>1,557,419</b>
Applied Research and Policy Initiatives	266,993
Gender and Security	548,581
Private Security Governance and Public-Private Partnerships	741,845
<b>Operations</b>	<b>7,729,100</b>
Sub-Saharan Africa	1,503,585
Middle East and North Africa	3,644,472
Southeast Europe	948,121
Eastern Europe, South Caucasus, Central Asia	815,555
Asia-Pacific	703,263
Latin America and Caribbean	114,104
<b>ISSAT</b>	<b>3,090,233</b>
Miscellaneous projects	1,173,427
DCAF offices	69,648
<b>Total for projects</b>	<b>13,619,827</b>

<b>RESOURCES</b>	
Core-funded salaries and personnel expenses	8,683,862
Facilities and administration	2,016,540
Governance and outreach	152,655
<b>Total for resources</b>	<b>10,853,057</b>

<b>Total operating expenditure</b>	<b>24,472,884</b>
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◀ All funding provided to DCAF is eligible as Official Development Assistance (ODA).  
\*Additional contributions made through professional secondees

Austria provides a senior police expert to DCAF in Ljubljana as the Head of the Secretariat of the Police Cooperation Convention.

Belgium provides a senior police officer, based at DCAF's Tunis office, for programme support.

France provides two senior SSR advisors, based at DCAF HQ, in Geneva, and provided serving police experts to support DCAF's Africa programmes.

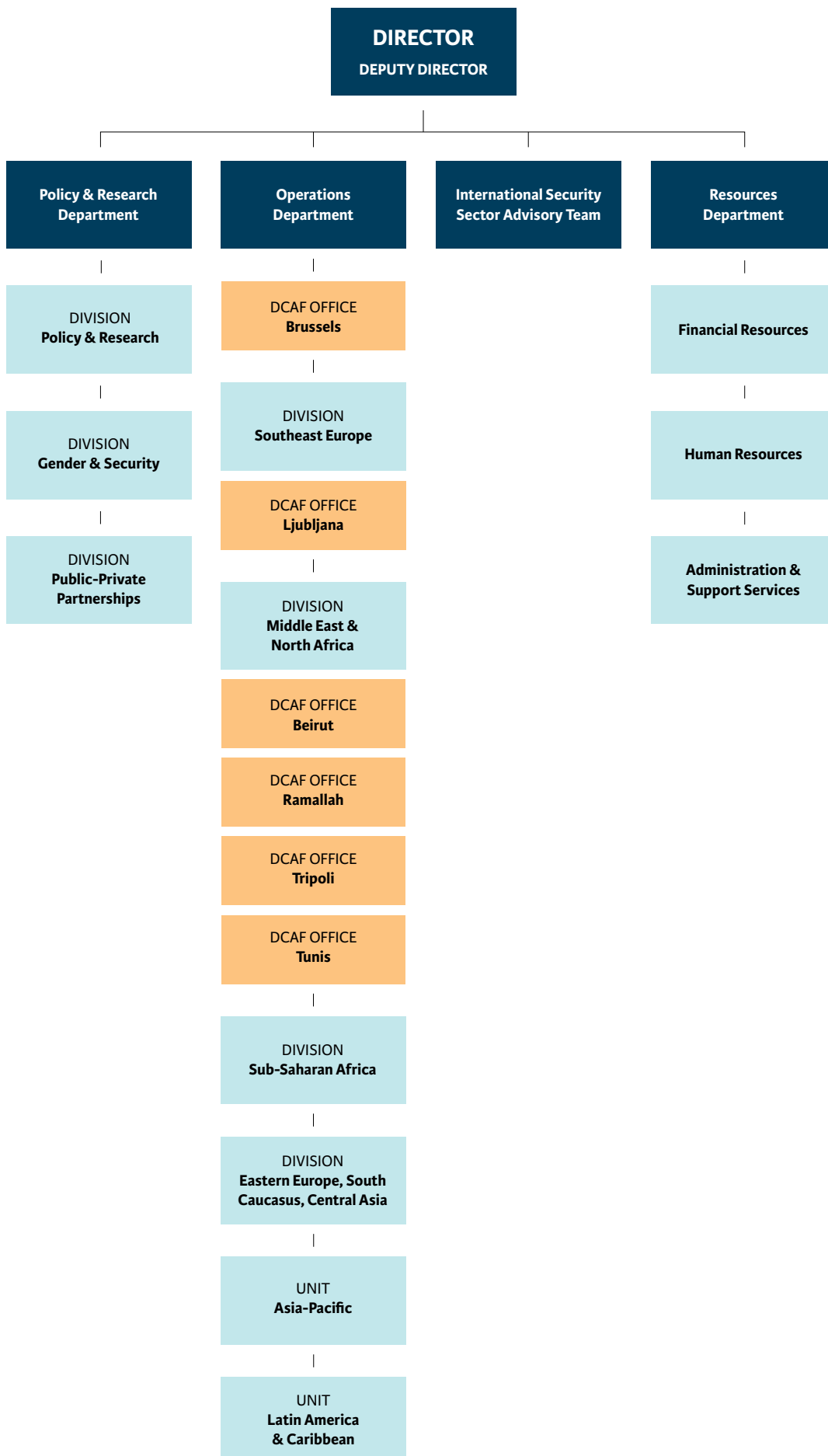
Norway provided a serving police officer to support a mission to Liberia.

Switzerland provides a senior SSR expert who leads DCAF's Latin America and Caribbean programme.

# MANAGEMENT

<b>Director</b>	Ambassador Thomas Guerber	
<b>Deputy Director</b>	Heiner Hänggi	
<b>Policy &amp; Research Department</b>	Heiner Hänggi	Head of Policy & Research Department
	Hans Born	Head of Policy & Research Division
	Daniel de Torres	Head of Gender & Security Division
	Alan Bryden	Head of Public-Private Partnerships Division
<b>Operations Department</b>	Mark Downes	Head of Operations Department
	Darko Stancic	Head of Southeast Europe Division
	Ayman Ayoub (a.i.)	Acting Head of Middle East & North Africa Division
	Sandy Africa	Head of Sub-Saharan Africa Division
	Philipp Fluri	Head of Eastern Europe, South Caucasus, Central Asia Division
	Albrecht Schnabel	Head of Asia-Pacific Unit
	Cristina Hoyos	Head of Latin America & Caribbean Unit
<b>International Security Sector Advisory Team (ISSAT)</b>	Victoria Walker	Head of ISSAT
<b>Resources Department</b>	Sophie Pagnetti-Takorian	Head of Resources Department
	Daniel Mueller	Head of Financial Resources Unit
	Véronique Bradley	Head of Human Resources Unit

# DCAF ORGANIZATIONAL STRUCTURE



# The Geneva Centre for the Democratic Control of Armed Forces (DCAF)

## **DCAF Geneva**

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## **DCAF Ramallah**

*Al-Maaref Street 34  
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## **DCAF Beirut**

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