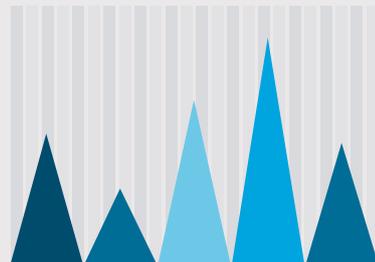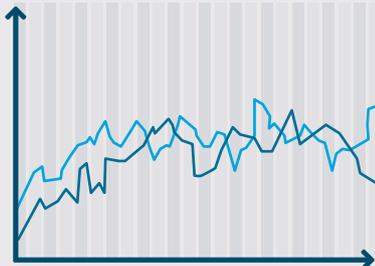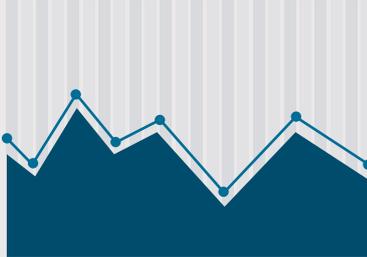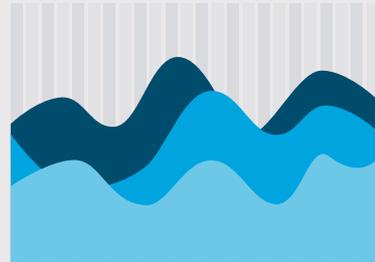# DCAF
Performance Report 2017

Managing for Results

About this report

This is the second annual performance report that DCAF has produced in the framework of its results-based management (RBM) system at the corporate level. The report presents the immediate and intermediate outcomes to which DCAF contributed in 2017, according to the corporate results framework. With this report, DCAF aims to enhance accountability towards national and international partners and to pave the way for improved strategic steering and lesson learning.

The Annex to this report, which provides an overview of the key activities, projects and programmes that were implemented in 2017, is made available online at the DCAF website: www.dcaf.ch.

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List of Acronymns and Abbreviations

AI	Atlantic Initiative
ACCA	African Coalition for Corporate Accountability
ARGA	Alliance pour Refonder la Gouvernance en Afrique
ASEAN	Association of Southeast Asian Nations
AU	African Union
AULO	AaU Liaison Office
BCSP	Belgrade Centre for Security Policy
BI	Building Integrity
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CERT MUP	Cyber emergency response team of the Ministry of Interior of Serbia
CNDH	Commission Nationale des Droits de l'Homme (National Human Rights Commission)
CNRSS	Conseil National pour la Réforme du Secteur de la Sécurité (National Council for Security Sector Reform)
CRSS	Commissariat à la Réforme du Secteur de la Sécurité (Commissariat for Security Sector Reform)
CSAP	Civil Society Advisory Panel on Women, Peace and Security
CSO	civil society organization
CAT	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
CVE	countering violent extremism
DCAF	Geneva Centre for the Democratic Control of Armed Forces
DDR	disarmament, demobilization and reintegration
DGPR	Direction Générale des Prisons et de la Rééeducation (Directorate General for Prisons and Rehabilitation)
DIRCEL	Direction du Contrôle des Etudes et de la Législation (Directorate of Studies and Legislation Control)
DPKO	UN Department for Peacekeeping Operations
ECOWAS	Economic Community of West African States
ENFAST	European Network of Fugitive Active Search Teams
ENP/FP	Ecole Nationale de Police et de la Formation Permanente (National Police School)
ESDC	European Security and Defence College
EU	European Union
EUCARIS	European Car and Driving Licence Information System
Europol	European Union Agency for Law Enforcement Cooperation
FAST	fugitive active search team
FBA	Folke Bernadotte Academy – Swedish Agency for Peace, Security and Development
GCC	Gender Consultative Committee of Gender Units
GCTF	Global Counterterrorism Forum
GICHD	Geneva Centre for Humanitarian Demining
GIZ	German Association for International Cooperation
HJPC	High Judicial and Prosecutorial Council
ICOAF	International Conference of Ombuds Institutions for Armed Forces
ICoC	International Code of Conduct for Private Security Providers
ICoCA	International Code of Conduct for Private Security Providers Association
ICPC	Instance Centrale de Prévention de la Corruption (Central Authority for the Prevention of Corruption)
ICRC	International Committee of the Red Cross
IDB	Inter-American Development Bank
IDM	Institute for Democracy and Mediation
IDN	Institut de la Défense Nationale (National Defence Institute)
IGPN	Inspection Générale de la Police Nationale (Inspectorate General of the National Police)
IGSS	Inspection Générale des Services de Sécurité (Inspectorate General of Security Services)

IISG	Integrative Internal Security Governance
IPF-SSG	Inter-Parliamentary Forum on Security Sector Governance
IPIECA	International Petroleum Industry Environmental Conservation Association
IPU	Inter-Parliamentary Union
ISD	Institute for Strategic Dialogue
ISF	Internal Security Forces
ISSAT	International Security Sector Advisory Team
JSSP	Justice Sector Strengthening Programme
KCSS	Kosovar Center for Security Studies
LNTFP	Ligue Nationale Tunisienne de la Femme Policière (Tunisian National League of Police Women)
M&E	monitoring and evaluation
MDF	Montreux Document Forum
MENA	Middle East and North Africa
MPF	Myanmar Police Force
NATO	North Atlantic Treaty Organization
NBTC	National Broadcasting and Telecommunications Commission
NHRCK	National Human Rights Commission of Korea
NORLAM	Norwegian Rule of Law Adviser to Moldova Programme
ODIHR	OSCE Office for Democratic Institutions and Human Rights
OIF	Organisation internationale de la Francophonie
OPCAT	Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
OPDAT	Office for Overseas Prosecutorial Development, Assistance and Training
OSCE	Organization for Security and Co-operation in Europe
PCC SEE	Police Cooperation Convention for Southeast Europe
P/CVE	preventing and countering violent extremism
PfPC	Partnership for Peace Consortium of Defence Academies and Security Policy Institutes
PLAC	Policy and Legal Advocacy Centre
PMSCs	private military and security companies
PPSC	Philippine Public Safety College
PSCs	private security companies
RBM	results-based management
SALW	small arms and light weapons
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SENSEE	Surveillance Expert Network for Southeast Europe
SGBH	sexual and gender-based harassment
SGBV	sexual and gender-based violence
SPCP	Swiss Regional Police Cooperation Programme in the Western Balkans
SSG	security sector governance
SSG/R	security sector governance and reform
SSR	security sector reform
TFNA	Trust Fund for North Africa
UN	United Nations
UNDP	UN Development Programme
UNLIREC	UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
UNMIL	United Nations Mission in Liberia
UNPOL	UN Police Division
UNSCR	United Nations Security Council Resolution
VPs	Voluntary Principles on Security and Human Rights
WANEP	West African Network for Peacebuilding
WBBSi	Western Balkan Border Security initiative
WBCTi	Western Balkan Counter-Terrorism initiative
WBCSCi	Western Balkan Counter Serious Crime initiative

FOREWORD

Armed conflict and violence are major obstacles to sustainable development. They create enormous human suffering in terms of loss of life and displacement, disrupt economic activities, and lead to increased poverty. With a growing proportion of the world's poor living in countries affected by conflict and fragility, it is imperative that we step up our efforts to build peace, prevent violent conflict, strengthen the rule of law and promote human rights as a prerequisite for stability, prosperity and development.

If we want to create a safe and secure environment for sustainable development and build societies that are resilient to violent conflict, we need to ensure good governance of the security sector through investments in context-specific and locally-owned reforms and build effective, inclusive and accountable security institutions that are able to meet the security needs of the population. When the legitimacy of the state is tarnished by human rights abuses of security institutions or their inability to provide effective services for the people, the social contract between the state and the population weakens, undermining the social fabric of society and creating conditions for chronic fragility and underdevelopment. Restoring trust between a state and its people through support to good governance of the security sector is therefore critical in enabling countries to escape cycles of violent conflict, crisis and poverty.

Across the diverse contexts in which DCAF is active, we strive to continuously gear our assistance towards the achievement of lasting and significant results. By enabling the systematic monitoring of results, supporting continuous learning from experience and informing adaptations based on lessons learned, results-based management (RBM) plays a critical role in enhancing our ability to create tangible impact for the communities and people that are affected most by conflict and fragility.

With the aim to more systematically document results and make more informed management decisions, DCAF introduced a comprehensive approach to RBM at the corporate level in 2014. After two piloting phases, 2017 was an important year for consolidating the corporate RBM system. In this process, we further calibrated our monitoring instruments to our information needs for strategic management and reporting. And, as an important measure to achieve the highest levels of accountability and provide the basis for enhanced stewardship of the organization, we scaled up our monitoring efforts to track progress on results at the corporate level for all projects and programmes undertaken in 2017.

This second performance report provides an overview of the key results identified as part of the implementation of the corporate monitoring system for the 2017 reporting period, presents major trends across the observed results based on a comparative analysis, and offers a list of key activities per project and programme in the annex to ensure full transparency. In addition, this year, some success stories are woven through the report to highlight the substantive changes to which a number of projects and programmes implemented in 2017 contributed. They are designed to better convey the difference that DCAF made in the governance of the security sector as they embed observed changes in local contexts and explain their significance for improving the livelihoods of people in fragile and conflict-affected settings.

This report demonstrates that we have been effectively working towards enhancing the democratic governance of the security sector within a framework of the rule of law and respect for human rights. Through cooperation with national and international partners and contributions to the development of international policy and good practices, our support was fundamental in realizing a wide range of results across different regions in 2017, particularly in states undergoing complex political transitions or recovering from violent conflict.

In accordance with our vision to build strong, accountable and responsive security institutions, we were particularly successful in achieving various gains related to key targets of the Sustainable Development Goals. This includes, among others, progress towards promoting the rule of law and ensuring equal access to justice for all; developing effective, accountable and transparent institutions at all levels; ensuring public access to information and protecting fundamental freedoms; promoting non-discriminatory laws and policies; and ending all forms of discrimination against all women and girls. I am also convinced that the valuable contributions to good governance of the security sector that are compiled in this report clearly show that we, in cooperation with our partners, made efficient use of the funds that were entrusted to us.

While our projects and programmes contributed to a number of results in 2017, we acknowledge that successful transitions towards a well-governed security sector take time. Success in enhancing the democratic governance of the security sector, strengthening the rule of law and increasing respect for human rights often needs to be measured against decades rather than years. Our experience shows that the transformation of the security sector is an incremental process that includes episodes of progress punctuated by periodic reversals. However, as this report illustrates, states and their populations benefit greatly from support in the short term, and these results build the foundation for more broad-based changes.

This performance report is testament to our enduring commitment to establishing RBM as one of the key guiding principles of our support. As a world-leading centre in the fields of good governance and security, we seek to be at the forefront of international efforts to ensure robust monitoring and learning from assistance for security sector reform, so as to more effectively contribute to peaceful, just and inclusive societies and foster sustainable development.
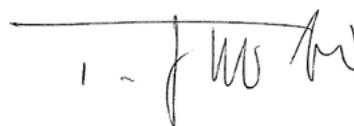
Thomas Guerber,
DCAF Director, Ambassador

EXECUTIVE SUMMARY

This is the second annual performance report that DCAF has developed as part of the implementation of its results-based management (RBM) system at the corporate level. The year 2017 marked a critical phase of consolidation in the establishment of a DCAF-wide framework for performance management. Based on the experiences made in the piloting of the RBM system at the corporate level, DCAF stepped up its efforts to track progress towards the achievement of results by expanding its monitoring activities to cover all projects and programmes undertaken in 2017. This second performance report demonstrates that DCAF has effectively contributed towards improved governance of national security sectors in line with the rule of law and respect for human rights.

The report presents the key results to which DCAF contributed in 2017 according to the three main pillars of its support:

- direct support to national partners in their efforts to reform the security sector;

- assistance for international actors to enhance their support to nationally-led and locally-owned security sector reform (SSR) processes;

- and contributions to international policy development and good practices.

In addition, the report provides a comparative overview of the results observed in 2017 along the individual activity lines specified in the corporate results framework as well as major trends across results, which are summarized below.

KEY RESULTS 2017

In line with its vision to improve security provision within a framework of democratic governance, the rule of law and respect for human rights, DCAF's support to national and international partners, as well as its contribution to international policy development and good practices generated significant results across different regions and thematic priorities in 2017. Recognizing that results at the outcome level are owned by national and international actors that DCAF supports, and that they are typically the product of efforts undertaken by a range of diverse stakeholders, this report presents the key results to which DCAF plausibly contributed and does not presuppose a direct cause-effect relationship between the observed changes and its activities. Nevertheless, this report provides ample evidence that DCAF's support was crucial to building more effective, accountable and responsive security institutions around the world.

In 2017, DCAF contributed to the following clusters of results:

STRENGTHENED NATIONAL CAPACITIES TO DELIVER EFFECTIVE TRAINING FOR SECURITY AND JUSTICE PROVIDERS IN ORDER TO ENHANCE PROFESSIONALISM AND RESPECT FOR HUMAN RIGHTS IN A SUSTAINABLE MANNER.

DCAF's support to improving the knowledge and technical skills of national trainers and to develop training courses, modules and curricula contributed to enhancing the quality and content of training for security and justice providers in partner states. For example, DCAF's support acted as a catalyst for: police services from Kosovo[1] and Moldova successfully delivering a first series of training courses on police integrity to police officers as part of a new in-service training programme; the director of the national police academy in Niger taking the initiative to deliver modules on police integrity to trainers of police schools from other countries in the Sahel region; instructors at national training institutes for border police services in the Western Balkans applying modern teaching and adult learning methodologies to enhance the transfer of knowledge in training courses; and the national private security regulatory body of Guatemala integrating principles and standards of the International Code of Conduct for Private Security Providers (ICoC) into its training courses for directors of private security companies (PSCs) and private security guard instructors.

REFORMED NATIONAL LEGAL AND REGULATORY FRAMEWORKS THAT PROVIDE THE BASIS FOR IMPROVED PROVISION OF SECURITY, DEMOCRATIC OVERSIGHT, AND THE PROTECTION OF HUMAN RIGHTS.

DCAF's support in raising awareness of international standards for the provision of effective and accountable security services and the need for legal reforms in the security sector, as well as its provision of advice in the development of new or revised laws contributed to the development of both draft and adopted laws governing public and private security services in partner states. For instance, DCAF's support played a crucial role in: the drafting of the legal and technical documents necessary to establish a framework for the automated exchange of DNA profiles, fingerprints and vehicle registration data between Contracting Parties to the Police Cooperation Convention for Southeast Europe (PCC SEE); the adoption of a new law governing the Palestinian Civil Police that is in conformity with international obligations and principles for democratic policing; the development of a new draft law that expands the mandate and powers of the National Human Rights Commission of Korea to oversee the armed forces; the development of a draft law defining the roles, responsibilities, and organizational structure of the Inspectorate General of the National Police of Madagascar; and the drafting of a revised private security law in Liberia, as well as two amendments to the national private security law in Costa Rica, in line with norms and good practices articulated in the Montreux Document and the ICoC.

ESTABLISHMENT AND EFFECTIVE IMPLEMENTATION OF POLICIES AND STRATEGIC PLANS TO IMPROVE THE INTERNAL MANAGEMENT AND SERVICE DELIVERY OF SECURITY AND JUSTICE INSTITTUIONS.

DCAF's support in developing and implementing policies and policy instruments contributed to improvements in human resource management of security and justice institutions and progress towards more responsive and human rights-compliant delivery of public and private security services. For instance, DCAF's support translated into: more efficient and effective management of the computer emergency response team of the Ministry of Interior of Serbia through the clearer definition of roles and responsibilities of staff based on a human resource development plan; the national police in Morocco taking measures to increase the competitiveness of recruitment procedures to fight corruption; the Governments of Canada and Australia changing policies for the procurement of private security services; and multinational companies amending their procurement policies and procedures to require PSC compliance with the human rights principles and standards enshrined in the ICoC.

[1] The Assembly of Kosovo 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 publication of this report, 25 member states do not, and continue to refer to Kosovo in the framework of UN Security Council Resolution 1244.

PROGRESS ON THE DEMOCRATIC OVERSIGHT OF SECURITY INSTIUTIONS, THEIR ACCOUNTABILITY TOWARDS THE PUBLIC AND THE MONITORING OF SECURITY PROVIDERS' PERFORMANCE AND COMPLIANCE WITH HUMAN RIGHTS.

DCAF's support to strengthening the capacity and role of independent oversight institutions, as well as the management system and internal oversight of security institutions contributed to parliaments and ombuds institutions exercising more effective oversight over the security sector, as well as increased efforts to enhance citizens' access to avenues for redress and to collect data on the conduct of police services in partner states. For example, DCAF's support laid the foundation for: the security committee of the parliament of Kosovo conducting field visits and hearings with government officials to review progress in the implementation of parliamentary recommendations on the implementation of national rule-of-law strategies; the ombudsman of Georgia for the first time visiting Georgian troops deployed abroad in Afghanistan; the ombudsman of Germany exploring ways to formalize cooperation between ombuds institutions in international missions by developing common complaints standards; the development and adoption of a complaints procedure manual and templates that are in line with international good practices in the Occupied Palestinian Territories; and the internal oversight body of the National Police of Niger conducting monitoring visits to assess changes in the conduct of police officers related to the introduction of the new code of conduct for police.

STRENGTHENED CAPACITY OF CIVIL SOCIETY TO CONTRIBUTE TO A VIBRANT PUBLIC DEBATE ABOUT SECURITY ISSUES, TO COMMUNICATE THE SECURITY NEEDS AND INTERESTS OF THE POPULATION, AND TO INFLUENCE SECURITY POLICY-MAKING.

DCAF's support to developing the capacity of civil society to promote the democratic governance of the security sector contributed to civil society organizations (CSOs) playing a more important role in security dialogue and policy-making. For example, DCAF's assistance enabled: an expert from a think tank in Albania to effectively communicate the organization's research findings on the need for improved private security regulation and oversight in the media; a research centre in Serbia promoting proposals for constitutional reforms related to the security sector; the local chapter of a regional CSO in Mali to create a critical policy brief on the implementation of the national SSR process with recommendations for national policy-makers; journalists from two different media outlets in Niger to produce more governance-oriented news reports on security issues; civil society member organizations of the private security governance observatory network for Francophone Africa to actively raise awareness of international norms and good practices on private security governance at a number of regional conferences and national dialogues across Africa; and the CSOs represented in the Civil Society Advisory Panel on Women, Peace and Security of the North Atlantic Treaty Organization (NATO) to more effectively advise the organization, as well as engage with government representatives, NATO delegations, armed forces and other CSOs in their home countries.

IMPROVED PRECONDITIONS FOR ACHIEVING GENDER EQUALITY IN THE MANAGEMENT OF SECURITY INSTITUTIONS, AND OVERCOMING GENDER BIAS IN THE ADMINISTRATION OF JUSTICE TO ELIMINATE DISCRIMNATION AND VIOLENCE AGAINST WOMEN.

DCAF's support to promoting gender equality in the management, delivery and oversight of security services contributed to the development of policies, strategic plans and organizational structures in order to foster gender equality and empower women within security institutions, and to improvements in the judicial response to domestic violence. For instance, DCAF's support provided the impetus for: judges in Bosnia and Herzegovina more often using custodial sentences against perpetrators of domestic violence and exploring alternative forms of evidence when victims refuse to testify; increased confidence of justice sector personnel in Bosnia and Herzegovina to report incidents of sexual and gender-based harassment at their workplace; the Jordanian Armed Forces formulating a three-year action plan to strengthen the role of servicewomen that provides for the creation of gender advisor and focal point

functions and the development of gender-responsive complaints mechanisms; the Palestinian Civil Defence setting up a gender unit to enhance gender mainstreaming within the organization; and community leaders in a border community in Liberia initiating regular town hall meetings to sensitize communities to the problem of sexual and gender-based violence and raise awareness of individuals' rights.

INCREASED REGIONAL COOPERATION AND EXCHANGE OF OPERATIONAL INFORMATION BETWEEN LAW ENFORCEMENT AGENCIES TO COMBAT ORGANIZED AND SERIOUS CRIME AND TO ENSURE BORDER INTEGRITY.

DCAF's support to developing the capacity of law enforcement agencies to implement an integrated approach to border management and to apply modern forms of police cooperation contributed to police services stepping up cross-border police cooperation to prevent, detect and suppress transnational organized crime and terrorism. For example, DCAF's assistance paved the way for: border police services in Macedonia[2] and Serbia for the first time undertaking joint border controls to improve the management of irregular migration; border management agencies in Southeast Europe successfully executing a common as well as a coordinated cross-border operation, resulting in the seizure of smuggled goods, the detection of cases of trafficking in persons and drugs, and the identification of forged travel documents; police services of Contracting Parties to the PCC SEE systematically exchanging alerts on forged travel documents and non-personal data to strengthen national forensic capacities and facilitate criminal investigations; and law enforcement agencies from the Western Balkans developing the first-ever joint list of foreign terrorist fighters and making the list available to EU Member States.

[2] Referred to for all purposes within the European Union (EU), the North Atlantic Treaty Organization (NATO), the Organization for Security and Co-operation in Europe (OSCE) and the United Nations (UN) as "the former Yugoslav Republic of Macedonia".

PROVISION OF MORE INFORMED, EFFECTIVE, CROSS-SECTORAL AND COORDINATED ASSISTANCE TO NATIONAL SSR PROCESSES BY BILATERAL AND MULTILATERAL DONOR AGENCIES.

DCAF's support to develop knowledge and guidance products, provide field advisory support and develop the capacity of SSR practitioners contributed to bilateral donors and multilateral organizations delivering more effective and efficient assistance for SSR. For instance, DCAF's support contributed to: the Inter-American Development Bank using risk mitigation guidelines to conduct risk assessments for citizen security programmes in Argentina; focal points for security sector governance and reform (SSG/R) within the Organization for Security and Co-operation in Europe (OSCE) delivering more multi-dimensional and strategically-oriented assistance to reform processes through the use of the OSCE guidelines on SSG/R; the United Nations Police Division revising its policy regulating capacity-building support for police services in partner states, based on a recommendation made in the external review of the agency, and implementing the updated policy across several missions; and the United Nations Development Programme Country Office in Guinea-Bissau implementing several recommendations emerging from the evaluation of the Rule of Law and Justice Project, including on the promotion of the interface between the formal and informal justice systems.

LOOKING FORWARD

DCAF recognizes that it will take time to fully harness the value that RBM holds for enhancing the effectiveness, efficiency and quality of its services. As the experience of other organizations illustrates, ensuring the effective implementation of RBM is a long-term process that involves continual refinement and improvement. In the next years, DCAF will place more emphasis on the role of RBM in improving strategic management through the development of approaches that support the use of empirical evidence on results in internal management and decision-making processes. Another priority will be to strengthen the systematic reflection and reporting of lessons to build a corporate body of knowledge on what works and what does not. To this end, it will be of particular importance to break down barriers to sharing lessons derived from both successes and failures.

I. INTRODUCTION

Good governance of the security sector is a precondition for sustainable peace and development. A democratically governed security sector that upholds the rule of law and respects human rights enhances the safety and security of the state and its people, promotes social cohesion and builds the foundation for peaceful and prosperous societies. By creating an environment in which people experience greater security and can freely exercise their rights and pursue productive livelihoods, good governance of the security sector is crucial to preventing violent conflict, reducing poverty and fostering sustainable development.

To this end, DCAF works with national and international partners to build effective and accountable security institutions that operate under civilian democratic control within a framework of the rule of law and human rights. In many fragile and conflict-affected contexts, a dysfunctional security sector that is unable to provide adequate security for the state and its people or is itself a source of insecurity is among the root causes of conflict. When security institutions are politicized, corrupt and fail to provide effective, inclusive and accountable services, the legitimacy and credibility of the state erodes. If these grievances are left unaddressed, underlying tensions may escalate into violent conflict.

In working towards enhancing the governance of the security sector, DCAF maintains a rigorous approach to monitoring the performance of its assistance to both national and international partners. From planning and implementation to monitoring and evaluation (M&E), DCAF seeks to place results-based management (RBM) at the centre of its efforts. By generating regular information on progress towards results and the changes brought about by projects and programmes, RBM serves as an important vehicle for enhancing accountability and transparency towards both donors and beneficiaries of DCAF's support. Through the integration of performance information into management processes and decision-making, it also enables enhanced strategic management and steering. Finally, insights gleaned from the data collected through RBM support organizational learning and the continuous qualitative improvement of DCAF's assistance, to more effectively influence change.

Recognizing the need to increase the availability of comparative performance information to inform managerial decision-making and improve accountability and reporting, DCAF launched a process to introduce a corporate approach to RBM in 2014. Following two piloting phases, which provided an opportunity to test the corporate monitoring system and revisit and refine monitoring instruments and processes, DCAF successfully completed its transition to RBM in 2017. As DCAF consolidated the achievements of the two pilot monitoring periods to make the corporate RBM system fully operational, 2017 marked the first time all the projects and programmes implemented over the course of the year were subject to corporate monitoring. The information on results collected in the framework of the corporate monitoring process for 2017 provided the empirical basis for this report.

The purpose of DCAF's second annual performance report is to demonstrate the tangible results on good governance of the security sector to which DCAF contributed across the globe in 2017. The report illustrates that the diverse portfolio of projects and programmes undertaken by DCAF effectively contributed to progress towards more effective and accountable security institutions that are responsive to the needs of the population. At the same time, the compilation of results in this report enables DCAF to identify areas where its assistance performed well and where there is a need to adapt strategies, programmatic approaches and activities to improve the effectiveness of its support.

This report is structured as follows:

- **Part II** outlines the conceptual and methodological building blocks of DCAF's corporate approach to RBM by presenting the corporate results framework, which describes the pathway of change through which DCAF support is expected to contribute to good governance of the security sector

- **Part III** provides an overview of DCAF support to national and international partners and its contribution to the development of international policy and good practices, including a summary of DCAF's main priorities and areas of engagement and a detailed presentation of the key results to which DCAF contributed in the last year.

- **Part IV** provides a comparative analysis of results along the individual activity lines specified in the corporate results framework, offers a synthesis of performance information that highlights common threads running across results, and shines a spotlight on a number of projects and programmes through success stories (features).

II. DCAF's CORPORATE APPROACH TO RBM

In the absence of clearly articulated results, it is difficult to assess to what extent a project or programme succeeded or failed. An explicit definition of the results that are to be achieved through support helps orient activities towards measurable objectives, monitor progress towards those objectives and assists with adjusting and implementing activities. The development of a results framework, which illustrates how activities are understood to contribute to a causal sequence of results that produce a desired change, lies at the heart of RBM. A well-conceived results framework and its underlying theory of change therefore serve as an important instrument to support the sound implementation and monitoring of efforts as well as for ongoing critical reflection on performance.

According to its corporate results framework, DCAF's ultimate goal is to contribute to improved security for its partner states and their people within a framework of democratic governance, the rule of law and human rights (**impact**), thereby helping to create an environment conducive to sustainable peace and development.

In pursuit of this goal, DCAF assists partner states and international actors in improving the governance of national security sectors worldwide through inclusive and participatory reforms that are in accordance with international norms and good practices and responsive to specific local contexts and challenges (**main outcome**).

To achieve enhanced governance of national security sectors (e.g. the delivery of more effective and accountable security services in compliance with human rights and the rule of law) DCAF follows two main avenues for support (**intermediate outcomes**):

- The first involves direct support to national actors to effectively implement and/or promote inclusive and participatory reforms aimed at enhancing security sector governance (SSG), while maintaining the principle of local ownership at all times.

- The second focuses on assistance to international actors (bilateral and multilateral donor agencies) to provide effective and coherent support to nationally-led and locally-owned reforms aimed at enhancing SSG.

For both avenues of support, DCAF works along four main activity lines to produce short-term results (**outputs**) that provide the basis for achieving immediate effects on the management, provision and oversight of security services (**immediate outcomes**), which in turn contribute to the ultimate goal of enhanced SSG and improved state and human security. These four activity lines are: creating knowledge products, promoting norms and good practices, providing legal and policy advice, and developing capacities at the individual, institutional and societal levels. These individual activity lines are associated with specific outputs that typically take the form of increased knowledge of the normative concept of, and gaps in, SSG (creating knowledge products); greater awareness of norms and good practices in SSG (promoting norms and good practices); increased understanding of appropriate measures to enhance SSG in line with international best practice (providing legal and policy advice); and increased skills and knowledge to contribute to reform processes (developing capacities at the individual, institutional and societal levels).

Figure 1. DCAF's corporate results framework

ACTIVITY LINES	OUTPUTS	IMMEDIATE OUTCOMES	INTERMEDIATE OUTCOMES	MAIN OUTCOME	IMPACT
Creating knowledge products	→ Research products which fill knowledge gaps and inform conceptual debates. → Guidance products which bridge research, policy and practice. → Research and guidance products are openly accessible and translated into various languages as relevant.	National and international actors draw on internationally recognized research and guidance products when they engage in and/or support activities aimed at improving security sector governance.	National actors effectively implement and/or support inclusive and participatory reforms aimed at enhancing the governance of the security sector.	Governance (effectiveness and accountability) of national security sectors enhanced (in accordance with international norms and good practices and in response to specific local contexts and challenges).	**Improved security for the state and its people within a framework of democratic governance, the rule of law and respect for human rights.**
Promoting norms and good practices	→ Increased transfer of norms and good practices through interactive web-based platforms, workshops, and other forms of outreach. → Greater awareness of the guiding norms and good practices among national and international actors. → Increased appreciation of the importance of security sector reform among national and international actors.	National and international actors increase confidence building, sustain norms-setting and foster the dissemination of good practices for improving security sector governance.			
Providing legal and policy advice	→ Increased knowledge among national actors of the importance of and how to enhance the governance of the security sector. → Increased knowledge among international actors of how to enhance the coherence and effectiveness of their support to reforms in the security sector.	National and international actors develop their legal and policy frameworks and take policy decisions in line with guiding norms and good practices for improving security sector governance.			
Developing capacities	→ Increased capacity of national and local actors to initiate, support and implement reforms in the security sector. → Increased capacity of international actors to support nationally led reforms in the security sector effectively.		International actors provide effective and coherent support to nationally led and locally owned reforms aimed at enhancing the governance of the security sector.		
Individual level	→ National and local actors have enhanced skills to contribute to security sector reform processes. → International actors have enhanced skills to provide effective support to security sector reform processes.	National and international actors contribute with their enhanced skills to activities aimed at improving security sector governance.			
Institutional level	→ Structures and processes are in place to enable national and local actors to undertake reforms aimed at enhancing the governance of the security sector. → Structures and processes are in place to enable international actors to enhance and coordinate their support to reforms of the security sector.	Well-governed and coordinated national, local and international institutions undertake, or support, enhanced efforts to improve security sector governance.			
Societal level	→ Civil society is provided with access to independent expertise and information on security sector governance and reform through for example non-governmental organizations and (social) media. → The private sector is capable of performing in accordance with the principles of good security sector governance.	Civil society, media, the private sector and other non-governmental bodies actively contribute to efforts to improve security sector governance			

The immediate and intermediate outcomes describe medium-term effects of DCAF activities. While DCAF seeks to contribute to intermediate outcomes through its various activity lines, they are recognized as being beyond the organization's control. However, immediate outcomes are, to a certain extent, within the control of DCAF as only a limited number of external factors play a role in determining the achievement of results at this level. In general, immediate outcomes docum ent emerging changes in security governance practices and indicate shifts in attitudes, behaviour or the normative and institutional framework of the security sector. In practice, these changes may embody the development or revision of legal and policy frameworks in line with DCAF advisory support, the application of skills and knowledge acquired through DCAF-led training, or the endorsement of norms and good practices promoted by DCAF.

Box 1. Direct causality versus contribution to results

DCAF recognizes that it is often difficult to attribute changes in SSG to a specific project or programme, or to prove that there is a direct causal link between programmatic activities and observed changes. While short-term results (outputs) may be directly attributable to DCAF activities and in this sense "achieved" by the organization, it is only possible for DCAF to "contribute" to medium-term results (outcomes). Above all, results at this level are owned by the national and international partners that DCAF supports. In addition, assistance provided by other actors, as well as external factors beyond the control of a specific project, may play a role in the realization of these outcomes. Nevertheless, it is important to monitor medium-term results to which DCAF support has plausibly contributed, to ensure that activities are positively affecting SSG as stipulated by the theory of change underlying DCAF's corporate results framework. This report therefore demonstrates the medium-term results (immediate and intermediate outcomes) to which DCAF has plausibly contributed.

The main purpose of DCAF's corporate approach to RBM is to determine whether the centre's work is contributing to immediate and intermediate outcomes (highlighted in light red in Figure 1). Unlike project or programme monitoring conducted by divisions, DCAF corporate monitoring therefore exclusively focuses on contributions to intermediary results that link results at the bottom of the corporate results chain (activities, outputs and immediate outcomes) with results at its upper end (intermediate outcomes, main outcome and impact). In this way, DCAF aims to better understand the "missing middle" between short-term and long-term results, which is a precondition for sustainable impact on improved security for the state and its people. At the same time, however, DCAF recognizes that it is unrealistic to expect that projects and programmes yield medium-term results in every monitoring period (year). At times it may take several years for results to occur, especially higher-level results that relate to changes reaching indirect beneficiaries of support, such as local communities or the public at large.
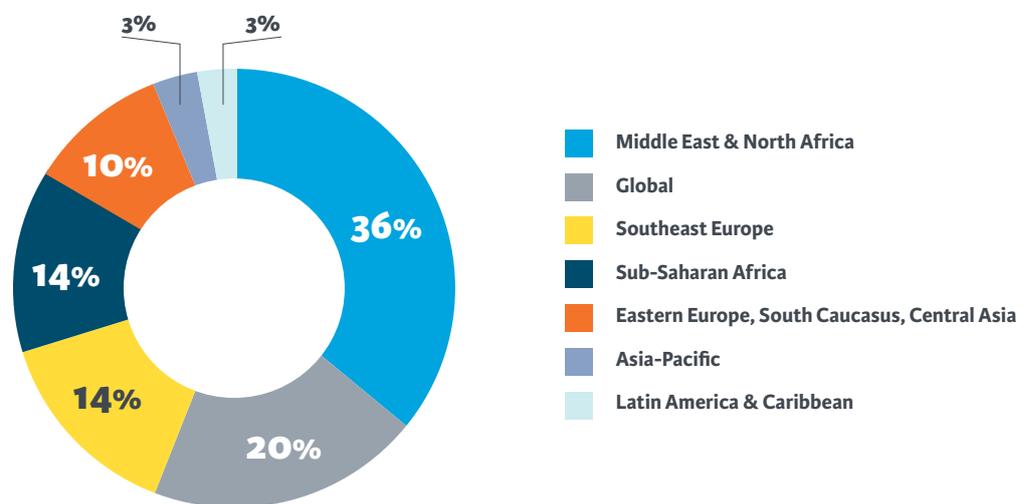
This report presents a comprehensive sample of results but does not necessarily include all the results to which DCAF support contributed in 2017. The results for this report were selected based on the following criteria:

- *Results that were documented in monitoring reports submitted during the reporting period (68 in total).* The report presents immediate and intermediate outcomes that were included in the monitoring reports compiled during the 2017 monitoring cycle.

- *Results that reflect changes at the outcome level (immediate or intermediate) rather than outputs.* Many DCAF projects and programmes yielded outputs in 2017, but not every project and programme contributed to results at the outcome level, as outcomes may take multiple years to be observed or materialize.

- *Results that occurred in 2017 (or were not covered by reporting in 2016).* Only results that materialized in 2017 or could not be reported in 2016 due to the unavailability of timely and credible data are included in this report.

- *Results that are based on a clear theory of change.* Only results that are based on a theory of change that could be empirically validated through primary or secondary sources of information provided in monitoring reports are presented in this report, to ensure that DCAF has plausibly contributed to the realization of these results

For the 2017 monitoring period, a total of 68 monitoring reports for projects and programmes documenting progress on immediate or intermediate outcomes were collected across the organization. Seventy-two per cent of the projects covered in these reports related to direct support to national actors, while 23 per cent related to support provided to international actors involved in security sector reform (SSR). The remaining five per cent included support to international policy development and good practices. In geographic terms (see Figure 2 below), 36 per cent of the monitoring reports covered support in the Middle East and North Africa, followed by DCAF's other main regional areas of concentration, namely Southeast Europe (14 per cent), sub-Saharan Africa (14 per cent) and Eastern Europe, South Caucasus and Central Asia (ten per cent). In addition, a significant share of the projects and programmes implemented in 2017 did not have a specific geographic focus as they were designed to assist bilateral and multilateral donor agencies in the planning, implementation and evaluation of SSR support, to strengthen formal and informal multilateral governance arrangements addressing specific aspects of SSG on a global or regional level, and to contribute to international policy development and good practices.

Figure 2. Breakdown of projects and programmes according to geographic area

3%   3%

10%

14%

36%

14%

20%

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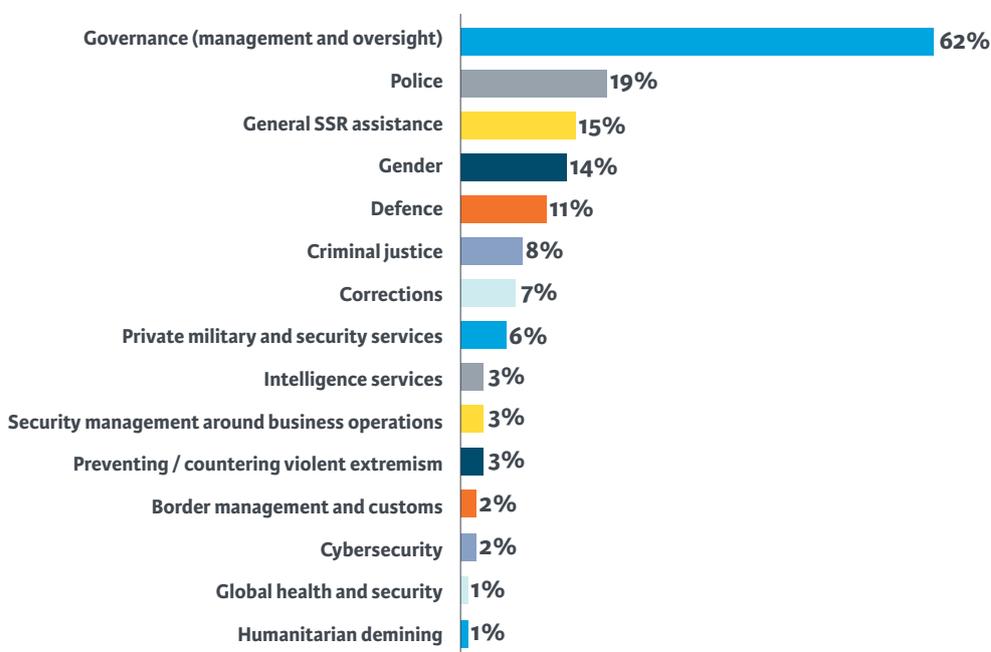- Asia-Pacific
- Latin America & Caribbean

Note: Projects and programmes with a "global" geographic focus include operational support to bilateral donors, multilateral organizations and multilateral platforms (international actors) not linked to a particular geographic area, as well as policy research activities that contribute to international policy development and good practices.

The monitoring reports further illustrate that the thematic focus of support in 2017 (see Figure 3 below) was clearly on governance (management and oversight)[3] (64 per cent), followed by support to police (19 per cent), general SSR-related assistance to bilateral donors and multilateral organizations, including policy-oriented research projects (15 per cent), gender (14 per cent), defence (11 per cent), criminal justice (eight per cent), corrections (seven per cent) and private security services (six per cent).

In addition, the disaggregation of the governance (management and oversight) category into its component parts (according to the key areas for strategic and operational support to strengthen democratic governance of the security sector identified in the UN Integrated Technical Guidance Note on Security Sector Reform) shows that the majority of projects and programmes with a thematic focus on democratic governance were concentrated on enhancing the internal management, control and supervision of security institutions (see Figure 4 below). Out of the total number of projects and programmes that were designed to enhance the democratic governance of the security sector, 36 per cent were aimed at strengthening the management system and internal oversight of security institutions, while 27 per cent focused on strengthening independent oversight institutions and mechanisms and the capacity of civil society to contribute to the democratic governance of national security sectors. Finally, 13 per cent of these projects and programmes involved assistance to strengthen the legal and constitutional framework governing the security sector, whereas nine per cent were targeted towards the institutional system of governance, in particular to strengthen the security architecture and role of government in SSG at the local level.
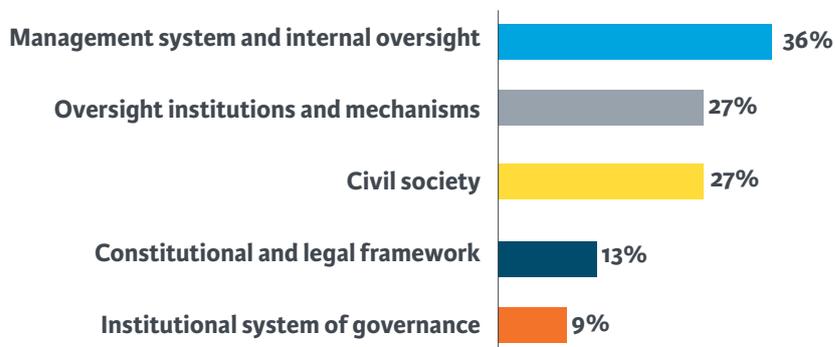
[3] The thematic category of "governance (management and oversight)" includes projects and programmes aimed at strengthening: the constitutional and legal framework governing the security sector; the capacity of parliaments; the role of civil society in SSG and reform; independent oversight institutions and mechanisms (e.g. ombuds institutions and other independent bodies with specialized mandates to perform external oversight of the security sector); the system of institutional management and control (e.g. human resource and financial management; communication and information management; administrative management; and strategic planning, priority setting and decision-making); and internal oversight of security institutions (e.g. codes of conduct, line supervision and disciplinary procedures, complaints mechanisms and means for redress for victims of misconduct).

Figure 3. Proportion of projects and programmes per thematic focus

Governance (management and oversight)	62%
Police	19%
General SSR assistance	15%
Gender	14%
Defence	11%
Criminal justice	8%
Corrections	7%
Private military and security services	6%
Intelligence services	3%
Security management around business operations	3%
Preventing / countering violent extremism	3%
Border management and customs	2%
Cybersecurity	2%
Global health and security	1%
Humanitarian demining	1%

Note: Several of the monitored projects and programme matched more than one of these thematic categories and were therefore assigned to more than one category. For example, a project aimed at strengthening the capacities of civil society organizations to conduct research on the private security industry in a specific country would be coded as both "governance (management and oversight)" and "private military and security services." For this reason, percentages total over 100.

Figure 4. Breakdown of projects and programmes with a focus on governance (management and oversight)

Note: These percentages are drawn from the total number of projects and programmes that had a strong thematic focus on management and oversight of the security sector. Some of these projects and programmes involved support that falls into more than one component of the governance (management and oversight) category. For example, a project that included assistance to the Ministry of Interior of a country in compiling laws governing the provision of internal security to inform legal reforms as well as support to enhance the capacity of the internal oversight body of the national police service would be coded as both "constitutional and legal framework" and "management system and internal oversight." For this reason, percentages total over 100.

III. KEY ACHIEVEMENTS AND RESULTS

This performance report presents the medium-term results to which DCAF support contributed in 2017. Its structure references DCAF's corporate results framework, with this main body of the report addressing the two main avenues for support to enhancing good governance of the security sector: direct support to national partners, and indirect assistance to international partners. Results that materialized along these two main avenues were complemented by results that fall into a third area of engagement that encompasses policy-oriented research activities that DCAF conducts to strengthen its role as one of the world's leading centres of expertise in the field of security sector governance and reform (SSG/R) and cross-cutting issues relevant to SSR.

Supporting National Partners

Ensuring the effective and accountable provision of security within a framework of democratic governance, the rule of law and human rights is an essential precondition to the peaceful and sustainable development of states in a variety of contexts. In addition, applying the principles of good governance to the security sector is key to enhancing national and human security, as well as to improving the ability of the state to address new and emerging security challenges. In line with its core mission, DCAF continued in 2017 to support partner states in their efforts to enhance the governance of their domestic security sectors through inclusive and participatory reforms that are in line with international norms and good practices and responsive to specific local contexts and challenges. As in previous years, DCAF support to national partners occurred in various and diverse political and social contexts, ranging from democratic transitions to peacebuilding and post-conflict reconstruction.

Southeast Europe

In Southeast Europe, DCAF further pursued its long-term objective of contributing to sustainable peace, stability and democracy through support to SSR processes at national and regional levels. Recognizing that European Union (EU) integration remains the main goal and driving force behind democratic consolidation, good governance and stabilization in the region, DCAF continued to support locally-owned reforms aimed at adapting legal frameworks, institutional structures and procedures and operational practices to EU rules and regulations, and to develop national and regional standards and good practices to foster the rule of law, fight against corruption and improve cooperation.

In 2017, programming was mainly focused on reinforcing **police reform** and regional **police cooperation**, assisting **parliaments** and other independent oversight bodies in effectively performing their representational, legislative and oversight functions, developing the capacities of **civil society** to contribute to and engage in national and regional policy debates on SSG/R, and fostering regional dialogue and national reforms in the field of SSG in response to new security threats and challenges affecting regional stability.

In the context of regional law enforcement cooperation, DCAF supported the establishment and implementation of the Integrative Internal Security Governance (IISG) policy cycle in the Western Balkans. The IISG aims to increase the involvement of Western Balkan states in tailoring external assistance to their needs and priorities and to ensure greater coordination, alignment and efficiency in the support of international partners to internal security governance reforms and capacity building. DCAF was appointed Chair of the IISG Support Group and Lead Partner (coordinator) of the first IISG pillar, the Western Balkan Counter-Terrorism initiative (WBCTi), and the third IISG pillar, the Western Balkan Border Security initiative (WBBSi). The Secretariat of the Police Cooperation Convention for Southeast Europe (PCC SEE), which is hosted and supported by DCAF in Ljubljana, was entrusted with the role of Lead Partner in the second IISG pillar, the Western Balkan Counter Serious Crime initiative (WBCSCi).

The following key priorities set the parameters for programming in Southeast Europe in 2017:

- Enhancing regional police cooperation in the framework of the PCC SEE and strengthening the capacity of law enforcement agencies from Contracting Parties to counter transnational organized crime.

- Improving cooperation and coordination between border police services in the Western Balkans in line with EU standards and best practices, to more effectively safeguard internal security, manage irregular migration and prevent cross-border crime, including human trafficking.

- Building the integrity of police services across the region to ensure that they function with highest standards of integrity and fulfil their mandate in a more professional, ethical and lawful manner.

- Assisting parliaments and other independent oversight bodies in the region to effectively oversee the security sector and enhance accountability towards civilian authorities.

- Empowering civil society to play an active and prominent role in monitoring the security sector and in contributing to an inclusive public debate on security sector-related issues at the national level.

- Enhancing the coordination and coherence of international assistance to reforms related to preventing and countering violent extremism (P/CVE) and terrorism, fighting serious and organized crime and enhancing border security.

- Supporting national reforms to enhance the oversight and accountability of intelligence services in Macedonia.[4]

4 Referred to for all purposes within the European Union (EU), the North Atlantic Treaty Organization (NATO), the Organization for Security and Co-operation in Europe (OSCE) and the United Nations (UN) as "the former Yugoslav Republic of Macedonia".

Throughout the region, DCAF was also actively engaged in the **promotion of gender equality** in the security sector, notably through parliamentary assistance in Kosovo[5], integrity building support to police, and the Gender and Justice Programme in Bosnia and Herzegovina, which reached its concluding phase in 2017. In the framework of the Gender and Justice Programme in Bosnia and Herzegovina, DCAF completed the implementation of planned activities to increase the integration of gender equality in legal training and education and to support the implementation of policies, procedures and guidelines on domestic violence, sexual and gender-based harassment (SGBH) and gender bias.

Support to enhancing the **accountability and regulation of private security companies (PSCs)** remained another important thematic priority in the region. In the domain of private security, DCAF continued to strengthen the capacities of local civil society organizations (CSOs) to conduct research on the private security industry at regional and national levels and propose recommendations for reform.

DCAF also provided assistance to enhance cyber security governance, primarily by supporting the development of institutional capabilities to respond to cyber security emergencies in Serbia and in Montenegro.

For a detailed overview of key activities by project/programme in 2017, see table III.1 in the Annex.

One additional project, which focused specifically on Southeast Europe but involved assistance to a bilateral donor operating in the region, was: Enhancing M&E in Swedish support to the juvenile justice system in Albania. For an overview of activities and outcomes realized under this project in 2017, see the table on assistance to bilateral donors in the Annex and the relevant section in this report.

In supporting national and regional partners in Southeast Europe, DCAF contributed to a number of key results at the outcome level that materialized in 2017. These results are summarized below.

DCAF's support to implementation of the PCC SEE contributed to Contracting Parties establishing international cooperation mechanisms to combat cross-border crime and effectively implementing them as well as developing technical and legal documents to facilitate the exchange of data relevant to investigating cross-border crime and strengthening data protection.

- Law enforcement agencies from Bosnia and Herzegovina and Serbia established a joint investigation team with counterparts from an EU Member State after exposure to the norms and good practices of cross-border cooperation, promoted by DCAF.

- Fugitive active search teams (FAST) within police services in Macedonia and Montenegro were accepted as observers to the European Network of Fugitive Active Search Teams (ENFAST) and successfully applied methods and techniques for active fugitive search, thereby enacting EU norms and good practices which DCAF promoted to trace and arrest internationally wanted criminals who have committed serious crimes. Through participation in ENFAST, law enforcement agencies in Montenegro effectively cooperated with and supported their counterparts from EU Member States in the search of fugitives, leading to the arrest and extradition of a criminal in one case and a pending extradition process in another.

- The Contracting Parties to the PCC SEE finalized the drafting of all legal and technical documents necessary to establish an EU-oriented framework for the automated exchange of DNA profiles, fingerprints and vehicle registration data, launched in response to DCAF's promotion of EU standards and good practices to address cross-border crime, terrorism and irregular migration. The set of draft legal agreements and user manuals related to the use of communications infrastructure that law enforcement officials and information technology experts from Contracting Parties jointly developed were disseminated to relevant ministries through diplomatic channels, and

the Contracting Parties initiated internal procedures to obtain official mandates for negotiations of the framework for automated data exchange within the PCC SEE region. By December 2017, Austria, Bulgaria, Hungary, Moldova and Serbia had obtained a mandate.

- In a collaborative process with the PCC SEE Data Protection Working Group, the Friends-of-Chairmanship Group within the PCC SEE Data Protection Working Group, which consisted of nominated representatives of both law enforcement and national data protection authorities from Hungary, Macedonia, Serbia and Slovenia, drafted an Implementing Agreement on Data Protection, following DCAF's promotion of norms and good practices related to the transfer of personal data. The agreement was developed in response to the need for a procedural act to ensure that sufficiently defined data protection arrangements are in place to regulate the exchange of information between law enforcement authorities in the framework of the PCC SEE.

DCAF's support to improving police cooperation in the fight against serious and organized crime in Southeast Europe contributed to the increased exchange of operational information, experiences and good practices among Contracting Parties to the PCC SEE and their enhanced access to EU mechanisms for the exchange of data.

- The network of experts from law enforcement agencies of Contracting Parties to the PCC SEE, which was established based on DCAF policy advice, regularly exchanged alerts on forged travel documents and the fraudulent use of identity papers and travel documents to increase awareness of new forms and trends in document forgery and fraud. The dissemination of detailed technical warning messages on detected documents, according to the one-to-all principle, helped to uncover patterns of their use, supported the development of national forensic capacities and contributed to a swifter operational response at border crossings.

- Contracting Parties frequently used the secure online platform of the PCC SEE Thematic Working Group on the Surveillance Expert Network for Southeast Europe (SENSEE), which is hosted on the European Union Agency for Law Enforcement Cooperation (Europol) Platform for Experts and was developed by Europol in close consultation with DCAF and the SENSEE, to exchange non-personal data and share experiences and good practices, including on the use of devices and techniques for cross-border surveillance operations.

- The Governing Board of the European Car and Driving Licence Information System (EUCARIS) took the decision to allow Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia to join EUCARIS as third parties and connect their national databases of vehicle registration and driving licence information to the network, if certain conditions are met. This decision was made following DCAF's regular engagement with EUCARIS to raise awareness about the importance of making the system available for Contracting Parties to the PCC SEE who are not Member States of the EU in order to ensure the effective implementation of the EU-oriented framework for automated data exchange in the PCC SEE region, which Contracting Parties were developing in 2017.

DCAF's support to strengthening the capacity of border management agencies in Southeast Europe to apply an integrated approach to border management contributed to the increasing alignment of border control strategies, policies and procedures with EU/Schengen standards and practices for border management and the improved training of border police officers in the Western Balkans.

- Experts of the Ministry of Interior and border police of Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia used the Schengen Self-Evaluation Module that DCAF developed to familiarize themselves with EU legislation, particularly legal changes to reinforce checks against relevant crime-related databases at external Schengen borders, to identify foreign terrorist fighters and prevent terrorist attacks.

- Trainers at national training institutions for border police services in Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia started applying modern teaching and adult learning methods that they learned through a 2016 DCAF training course in the delivery of training to border police officers. In addition, the Department for Professional Education and Training within the Serbian Ministry of Interior conducted a review of its training programmes and resources to identify options to improve its e-learning platform, following the participation of Serbian police trainers in this DCAF training course, which had a particular focus on learning in the digital environment. Based on the results of this review, the department systematically updated its e-learning system and introduced new online courses on the PCC SEE, legislation for the protection of whistle-blowers, and communication and English language skills (a basic course for traffic police) to complement classroom teaching in order to improve the transfer of knowledge, making use of modern education tools, such as Moodle.

DCAF's support to enhancing cooperation and coordination in border management in Southeast Europe contributed to border management agencies in the Western Balkans successfully organizing and executing common and coordinated border control operations based on intelligence-led risk analysis and to their effective exchange of information on border-related incidents.

- On the basis of an operational work plan and a joint regional risk analysis developed by operational and analytical experts from Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia, with the support of DCAF, border control and surveillance agencies of those countries conducted Common Operation DUNAV in June 2017. Common Operation DUNAV focused on detecting criminal networks behind the smuggling of goods and migrants as well as other cross-border criminal activities, and called on border police officers from Albania, Bosnia and Herzegovina, Macedonia, Moldova and Montenegro, as well as from neighbouring EU Member States (Austria, Croatia and Slovenia), to perform border police duties in cooperation with local law enforcement officials at sections of road running from the Serbian-Bulgarian border towards central Serbia, exercising police authority as in their home countries. The operation led to the discovery of 5,300 packs of cigarettes as well as the apprehension of two smugglers and one person suspected to be responsible for organizing the smuggling operation. In addition, two forged documents were discovered, and 11 vehicles confiscated.

- On the basis of an operational work plan and a joint regional risk analysis developed by operational and analytical experts from Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia, with the support of DCAF, border control and surveillance agencies of those countries conducted Coordinated Operation ICARUS in September 2017. Coordinated Operation ICARUS took place at selected airports in the Western Balkan region, Austria and Moldova, and involved detailed border checks and second-line checks of documentation as well as other activities related to the detection of cross-border criminal activities. Over the course of the operation, 400,000 checks were performed, during which 26 forged travel and other documents were discovered, seven cases of smuggling and trafficking (human trafficking for the purpose of sexual exploitation and drug smuggling) were detected, 130 individuals were identified in relevant crime databases (including four related to terrorism activities) and 75 other border-related incidents were recorded.

- Border police services in the Western Balkans used relevant international police channels, including Europol's Secure Information Exchange Network Application, to exchange operational information (including personal data) during Common Operation DUNAV and Coordinated Operation ICARUS, based on DCAF's promotion of norms and good practices in the area of border management.

- Border police services in the Western Balkans used contacts established in the context of DCAF-led workshops to develop regional risk analysis documents and plan and prepare common and coordinated cross-border police operations more frequently, to exchange information on migration flows, stolen vehicles and emerging threats to border integrity, and to request assistance from border police services in neighbouring countries beyond border control and surveillance activities supported by DCAF.

DCAF's support to establishing effective, efficient and coordinated border management to protect internal security, curb irregular migration and fight cross-border crime in Southeast Europe contributed to increasing application of the intelligence-led policing model and improved cooperation and coordination in border management in the Western Balkans.

- Analytic experts from Macedonia and Serbia started to systematically translate the data and information on cross-border crimes, locations and offenders collected by border management agencies into strategic and operational analysis products to inform planning efforts and priority setting at the national level, outside the framework of regional common and coordinated operations that are organized with the support of DCAF. In the preparation of these criminal intelligence products, these experts effectively applied the increased knowledge and skills they acquired through DCAF capacity-building workshops on intelligence-led policing to process data and information according to international standards. The implementation of intelligence-led policing in the border police services of Macedonia and Serbia is expected to contribute to the more efficient and effective allocation of resources and enhanced prevention of cross-border crime.

- For the first time, the border police services of Macedonia and Serbia organized joint border controls to better manage increased migration flows and prevent irregular migration, building on institutional capacity to ensure secure and well-controlled borders in cooperation with other countries in the Western Balkans developed through DCAF support, in particular in the context of common and coordinated cross-border police operations conducted in 2016.

DCAF's support to developing and maintaining police services that function with the highest levels of integrity and professionalism in Southeast Europe contributed to the initiation of efforts to embed principles of police integrity and ethical conduct into in-service training for police services in Kosovo and Moldova.

- The Kosovo Police and the General Police Inspectorate in Moldova launched pilot in-service training programmes on police integrity, including on issues of gender equality and non-discrimination, based on the DCAF methodology for organizing and delivering training to build police integrity and on content of the DCAF Training Manual on Police Integrity. In Kosovo, local facilitators who were trained by DCAF on all the modules of the DCAF Training Manual on Police Integrity, as well as on adult learning methodologies and facilitation techniques, successfully applied their new knowledge and skills in the delivery of three pilot courses for police officers on police integrity and four training sessions for police managers on the role of management in fostering organizational integrity and gender mainstreaming, while local facilitators in Moldova applied their new knowledge and skills in the delivery of four pilot courses on police integrity to officers from uniformed, patrol and border police.

- Beyond pilot trainings on police integrity, local facilitators from Moldova applied their increased knowledge of principles and concepts of police integrity, as well as adult teaching methodologies and facilitation techniques that they acquired through DCAF training, in the delivery of training courses in support of the existing framework for police integrity of the Internal Protection and Anti-Corruption Service of the Ministry of Internal Affairs of Moldova.

DCAF's support to strengthening parliamentary oversight of the security sector in the Western Balkans contributed to parliament and other external oversight bodies in Kosovo playing a stronger role in safeguarding human rights and promoting gender equality in the security sector.

- Staff working for the committee on internal affairs and security in the Assembly of Kosovo used the DCAF "Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector" and the *Handbook on Gender and Complaints Mechanisms*, which were disseminated in December 2016 at a regional roundtable and seminar on promoting the career development of women in uniform, to develop a questionnaire to assess the gender-responsiveness of security institutions in Kosovo. The committee on internal affairs and security subsequently used the questionnaire to assess the level of gender equality within relevant security institutions.

DCAF's institutional capacity-building support in the framework of parliamentary assistance in the Western Balkans contributed to the parliamentary security committee in Kosovo exercising more effective oversight over the security sector, in particular in the area of budget control.

- The committee on internal affairs and security in the Assembly of Kosovo effectively monitored the implementation of recommendations emerging from public hearings on the implementation of national rule-of-law strategies pertinent to the security sector, which the committee had introduced in 2016, following capacity-building workshops and a study visit to Croatia organized by DCAF. The committee conducted field visits and invited representatives of the executive and of ministries managing security and justice institutions to its sessions, to assess progress in implementing the recommendations identified in the first series of public hearings held in 2016, building on knowledge acquired through DCAF capacity-building support.

DCAF's support to the implementation of the IISG approach contributed to the active use by international donors of mechanisms to enhance the coordination of external assistance to improve internal security governance in the Western Balkans, and to national law enforcement authorities effectively drawing on regional platforms to enhance P/CVE.

- International partners within the WBCTi of the IISG contributed information on events, projects and publications to the activity database on the IISG website, developed by DCAF, to facilitate coordination of their efforts and assistance on P/CVE in the region. In addition, a number of partners appointed a contact person responsible for obtaining relevant information at the country level, producing periodic updates that are entered into the database, monitoring the database and using the information for the purpose of coordinating among international partners in a specific country as well as at the regional level.

- Law enforcement agencies from the Western Balkans, with technical support from Europol, developed the first-ever joint list of foreign terrorist fighters through the multi-level coordination platform for P/CVE that the WBCTi developed with the support of DCAF, linking three existing regional platforms on P/CVE and counter-terrorism at the strategic, policy and operational levels. The list was subsequently shared with Europol and made available to law enforcement agencies from EU Member States through Europol channels, which filled an operational gap in internal security cooperation between the EU and the Western Balkan states. This is a concrete operational contribution by police services in the Western Balkans to EU efforts to counter violent extremism and terrorism, protect its external border and ensure the integrity of the Schengen area.

DCAF's support to strengthening the capacity of civil society to conduct research on SSG in Southeast Europe in an effort to foster an informed and fact-based public discourse on security-related issues contributed to more legislators seeking civil society input to inform intelligence reform in Macedonia, and more effective engagement by Serbian civil society with the government on constitutional reforms related to security and human rights.

- After the first members of the two intelligence oversight committees in the Assembly of the Republic of Macedonia approached the local CSO Analytica seeking advice on future priorities for intelligence reform in 2016, more members of these committees reached out to draw on the expertise of the organization in the area of intelligence governance. These parliamentarians approached Analytica in response to the publication of a handbook on inspection visits to intelligence agencies for parliamentarians that it developed with financial and backstopping support from DCAF.

- The Belgrade Centre for Security Policy (BCSP) used proposals for constitutional reform related to security and human rights that members of the Centre developed under DCAF guidance in two workshops to advocate to the government for constitutional changes relating to the security sector.

DCAF's support to strengthening the capacity of CSOs in Southeast Europe to conduct research on private security regulation and influence policy-making contributed to increased cooperation between CSOs, representatives of private security industry associations and companies, government agencies and the private sector in regulating PSCs.

- National stakeholders who play a crucial role in regulating the private security sector in Serbia were increasingly ready to engage with the BCSP, based on the positive and trusting relationships the think tank established with these actors through various regional multi-stakeholder roundtables organized by DCAF as well as through recurring engagement in the development of research products on private security regulation. These interactions enabled members of the BCSP to hold bilateral meetings with key stakeholders in 2017, including the president of the Association of the Serbian Private Security Managers and the director of the Center for Risk Analysis and Crisis Management, to encourage the identification of specific measures to address, among other issues, the delay in the completion of PSC licensing, which was defined as a regulatory requirement in the national private security law.

- The Albanian Institute for Democracy and Mediation (IDM) organized a multi-stakeholder roundtable to promote norms and good practices on private security governance, to which it was sensitized through DCAF support, and shared the findings and recommendations of research it had conducted with the support of DCAF. The roundtable brought together actors relevant to the implementation of private security regulation in Albania, including PSCs, officials of the Ministry of Internal Affairs, the State Police, the State Labour Inspectorate, the Public Procurement Agency and Commission, and the Albanian Association of Banks, to discuss priorities and challenges related to the implementation of the national private security law (Law 75/2014) and public procurement of private security services.

- Recognizing the expertise on private security governance built by the Bulgarian-based Center for the Study of Democracy through research on the private security sector supported by DCAF, the Bulgarian Corporate Security Association entered into a formal relationship with the Center to collaborate in the future and harness its knowledge on issues related to private security regulation.

DCAF's support to a network of CSOs in Southeast Europe to produce policy research studies on private security regulation and engage with policy-makers on oversight and accountability of the private security sector contributed to these CSOs providing critical input to the public discourse on private security regulation and the development and implementation of government policies and laws, in particular in the areas of procurement and licensing.

- Inspired by research on emerging issues in private security governance conducted with the support of DCAF, policy researchers from the BCSP took the initiative to develop a policy paper on the accountability of the private security sector ("Better Private Security in Serbia Remains a Far Cry"), based on desk research and interviews with security sector stakeholders, applying methodological skills and knowledge on private security regulation that were reinforced through DCAF capacity development workshops and assistance in the development of research products.

- The Kosovar Center for Security Studies (KCSS) used skills and knowledge developed with the support of DCAF to engage with policy-makers and security providers to continuously advocate for the inclusion of PSCs in the Community Safety Strategy of Kosovo throughout 2017, with the aim of feeding international norms and good practices on private security governance into efforts to enhance community safety.

- The Albanian CSO IDM engaged actively with the Public Procurement Commission, the Albanian State Police and the State Labour and Social Inspectorate to discuss the implementation of private security legislation and procurement issues, applying knowledge and skills learned through DCAF capacity development workshops as well as DCAF assistance in the development of research products.

- In an interview with a national media outlet, an IDM expert informed the Albanian public about challenges that the private security industry poses to SSG and the need for improvements in private security regulation identified by IDM through research undertaken in the framework of the DCAF project. Drawing on findings of research products that IDM developed with the support of DCAF, this expert provided an overview of the current state of the private security sector and its role in the (global) market, outlined the complex nature of problems faced by PSCs operating in Albania, highlighted the lack of organization within the private security industry, pointed out problems linked to endemic institutional corruption in mechanisms used for granting licenses to private police and called for more accountability in licensing processes.

DCAF's support to the institutionalization of the judicial benchbook on domestic violence case evaluation and sentencing in Bosnia and Herzegovina contributed to the adoption and further promotion of new standards for the adjudication of cases of domestic violence by the High Judicial and Prosecutorial Council (HJPC) and emerging changes in the judicial response to domestic violence in Bosnia and Herzegovina.

- The HJPC, which is responsible for appointing judges and prosecutors along with supervising the training of judges and prosecutors throughout all of Bosnia and Herzegovina, officially endorsed the benchbook and its addendum, the practice guide on domestic violence that was developed with the support of DCAF. The HJPC has made these documents available on its website and electronic court management system, and in doing so acted upon the recommendation of a group of judges who participated in DCAF-led working groups to develop the practice guide, which presented a series of proposals to the HJPC in November 2016. The set of proposals that were adopted by the HJPC also included recommendations to hold specialized training on domestic violence for judges and prosecutors and to incorporate annual trainings on domestic violence into the regular course offerings at the two Centres for Judicial and Prosecutorial Training.

- A review of a large sample of criminal judgements on domestic violence and interviews with judges across Bosnia and Herzegovina conducted in 2017 by DCAF's project partner the Atlantic Initiative (AI) illustrates that some progress has been made in the adjudication of cases of domestic violence since the initiation of DCAF's support. A majority of judges interviewed for the review noted an increase in the use of custodial sentences and reported that they had started to consider other forms of evidence, such as testimonies of neighbours and medical findings, in cases where victims did not testify. However, judges also recognized many shortcomings in judicial practice that must still be addressed in order to improve the adjudication of domestic violence cases in line with international standards and good practices.

DCAF's support for trainers associated with the Centres for Judicial and Prosecutorial Training in the Federation of Bosnia and Herzegovina and the Republika Srpska contributed to the integration of gender courses in the education of judges and prosecutors in the Republika Srpska.

- The newly appointed Director of the Centre for Judicial and Prosecutorial Training in the Republika Srpska integrated the training curriculum on gender bias, which was developed by DCAF for gender trainers at the judicial training centres in the two autonomous entities of Bosnia and Herzegovina, into the annual training calendar for 2017 and held a first training on gender bias in April 2017. Gender trainers from the Republika Srpska who had participated in the DCAF gender trainer development course demonstrated that they were able to independently deliver training on gender bias, based on their increased knowledge of the subject and their enhanced skills in adult teaching methodology.

DCAF's support to implementing the Guidelines for the Prevention of Sexual and Gender-based Harassment within the Judicial Institutions of Bosnia and Herzegovina contributed to increased awareness of the new policy among members of the judiciary, enhanced perceptions of the work environment at courts and prosecutors' offices, and an increased willingness on the part of justice sector personnel to report cases of SGBH to SGBH Advisors.

- SGBH Advisors, who were trained by DCAF in the delivery of orientation sessions on the new guidelines to prevent SGBH within the judiciary, were able to successfully raise awareness of these guidelines among judges, prosecutors and court employees across Bosnia and Herzegovina. In an anonymous online survey administered to members of the judiciary in 2017, 72 per cent of respondents (out of a total 912) indicated that they had been introduced to the new policy, while 50 per cent reported that they had attended an orientation session delivered by a SGBH Advisor at their institution.

- At the concluding conference of the Gender and Justice Programme, several judges noted that the work environment at their courts had become healthier and more productive as the boundaries between what does and does not constitute SGBH were more clearly defined. These statements are corroborated by the results of the survey conducted in 2017, which illustrates that 20 per cent of respondents feel the atmosphere at their workplace has improved since the adoption of the new SGBH policy, which was developed under DCAF guidance. A significant 84 per cent believe that there are more options available to them when exposed to SGBH, and 80 per cent report that the introduction of the SGBH policy, including the delivery of orientation sessions by SGBH Advisors who were trained by DCAF, has increased awareness among justice sector personnel that some forms of behaviour they may have previously perceived as innocuous are unwanted by some colleagues.

- A comparison of responses to anonymous online surveys that were administered to members of the judiciary in 2015 and 2017 illustrates that the percentage of respondents who indicated they would prefer to talk with the SGBH Advisor in their institution in the case they feel exposed to SGBH increased from seven per cent to 50 per cent. This comparison also shows an increase of nine per cent in the number of respondents who would address the issue with the head of their institution (from 30 per cent in 2015 to 39 per cent in 2017).

DCAF's support to reinforcing the role of independent oversight mechanisms to ensure the protection of human rights and promote gender equality within the security sector in Kosovo, through the promotion of guidance products that bridge research, policy and practice, contributed to the advisory team of the North Atlantic Treaty Organization (NATO) in Kosovo using these guidance products to inform capacity-building support on human rights and fundamental freedoms to personnel responsible for the provision of security in Kosovo.

- The NATO Advisory and Liaison Team in Kosovo used the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*, developed jointly by DCAF and the Organization for Security and Co-operation in Europe (OSCE) Office for Democratic Institutions and Human Rights (ODIHR), to conduct capacity-building seminars for personnel responsible for the provision of security in Kosovo, with the aim to increase their knowledge of the human rights and fundamental freedoms of armed forces personnel.

DCAF's promotion of norms and good practices to strengthen the career development of women and protect the human rights of female security personnel contributed to the establishment of a security sector-wide platform for dialogue on gender equality and the introduction of measures to enhance the representation of women in a number of security institutions in Kosovo.

- The Deputy Chairperson of the committee on internal affairs and security initiated a consultation meeting between members of the parliamentary committee and stakeholders from across the security sector to discuss options to strengthen support to women in uniform in the Kosovo security sector, following exposure to norms and good practices regarding gender equality and career development in the security sector at a roundtable dialogue organized by DCAF in December 2016. As a result of this meeting, the deputy chair of the committee established an informal network of women working in the Kosovo security sector as a means to actively engage on issues related to the promotion of gender equality within and across security institutions and their line ministries.

- Since its establishment, this informal network of women working in the Kosovo security sector has conducted awareness-raising activities to encourage women and girls to pursue a career in the security sector, and has held several meetings with high-level officials from various security sector institutions to identify and address challenges that women in the security sector face and to advise those institutions in the creation of affirmative policies related to the recruitment, promotion and retention of female personnel. As a result, the Kosovo Police decided to increase the number of women represented in promotion boards, the Police Inspectorate took affirmative action to recruit more women in the upcoming recruitment campaign and the Prime Minister pledged a special budget to realize gender equality in the security sector.

DCAF's advisory support to enhance the democratic governance of the security sector in Kosovo contributed to the strengthening of regulations regarding the deployment of security attachés.

- In December 2017, the Prime Minister of Kosovo adopted a regulation on the deployment of security attachés that was drafted in line with DCAF legal advice by the inter-governmental working group, which the Office of the Prime Minister established following a DCAF roundtable dialogue on regulating the assignment of security attachés in November 2016. The regulation harmonizes the deployment of security attachés with existing legal frameworks at the national level as well as international obligations under the Vienna Convention on Diplomatic Relations, provides for increased cooperation and communication between relevant ministries, and ensures a more coherent approach to the diplomatic ranking of security attachés.

DCAF's support to a nationally-led reform process in Macedonia aimed at enhancing accountability and oversight of the intelligence services contributed to the initiation of efforts to enhance the system of democratic governance of the intelligence sector, in particular with regard to the prevention of unlawful interception of communications.

- Two of the intelligence services in Macedonia started implementing several recommendations that emerged from a nationally-led gap analysis, conducted on the basis of an assessment methodology developed by DCAF. The analysis report included recommendations to improve human resource management and financial controls, and to divest the security-intelligence service of its technical capacity to intercept electronic communications by creating an independent Operational Technical Agency to which this interception capacity will be transferred to help prevent illegal wiretapping. The Government of Macedonia has already started the process of drafting relevant legislation, taking the recommendation to create an Operational Technical Agency forward.

DCAF's support to enhancing the institutional capacity of the cyber emergency response team of the Ministry of Interior of Serbia (CERT MUP), in an effort to increase the protection and resilience of the Ministry's information communications technology infrastructure against cyber threats, contributed to increased effectiveness in its response to cyber security incidents and improved human resource management.

- Staff of the CERT MUP effectively applied enhanced knowledge and skills to respond to cyber incidents that they acquired through DCAF training and expert advice, to thwart major cyber-attacks.

- The CERT MUP used the human resource development plan it developed with the support of DCAF to define the roles and responsibilities of staff more clearly, in order to enhance process management, operational performance and collaboration. As a result, operations have become more streamlined and the unit has been managed more efficiently and effectively.

- The CERT MUP also used the human resource development plan it developed with the support of DCAF to set training objectives for staff. It subsequently started to implement the training component of the human resource development plan with funding from the budget of the Ministry of Interior. As of November 2017, CERT MUP staff had attended trainings on a number of immediate competences defined by the plan.

Middle East and North Africa

Across the Middle East and North Africa (MENA) region, DCAF continued to support the accountability and legitimacy of security providers, improve service delivery in line with the principles of good governance and promote democracy and the rule of law, with the objective of enhancing stability and security as well as preventing violent extremism and radicalization in the region.

In **North Africa**, the DCAF Trust Fund for North Africa (TFNA) continued in 2017 to serve as an important multilateral mechanism to support democratic transition processes and enhance SSG in a highly dynamic region. A growing number of DCAF member states have joined the TFNA: Belgium, Germany, Luxembourg, the Netherlands, the Slovak Republic, Sweden and Switzerland. In 2017, the TFNA's largest operations focused on Tunisia, followed by Morocco, Libya and Egypt. DCAF assisted these countries in reforming security and justice institutions and developing transparent and accountable security sectors by improving access to information and building trust between the public and authorities.

Key priorities for 2017 in North Africa included support in the following areas:

- Strengthening the parliaments and other independent bodies with specialized mandates to oversee security and justice institutions in Morocco and Tunisia, to enhance the democratic governance of these security sectors.

- Supporting the development of security sector legislation and security and defence policies in line with international standards and good practice in Tunisia.

- Reinforcing the capacity of police, prison administrations and other criminal justice institutions in Morocco, Tunisia and Libya to deliver services in compliance with obligations under international human rights treaties such as the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT).

- Improving the crisis communication of Tunisian and Moroccan authorities, particularly of the line ministries of law enforcement and criminal justice services.

- Enhancing public access to information about the security sector in Egypt, Libya and Tunisia to enable a more informed and fact-based discourse about security issues and to reinforce civil society monitoring of these security sectors.

- Developing the capacity of media to perform informal oversight of the security sector in Tunisia.

In the **Middle East**, DCAF's largest country programmes were implemented in the Occupied Palestinian Territories and Lebanon. In 2017, key priorities in the Middle East included the following:

- Supporting the development of a sound legal and policy framework governing the Palestinian security forces and the provision of security in the Occupied Palestinian Territories, to effectively implement international human rights instruments, in particular the CAT and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

- Supporting the development of effective and efficient citizen complaints mechanisms to hold Palestinian security and justice institutions more accountable for human rights violations, maladministration and abuses of power.

- Capacity building for members of community safety councils and local leaders, to strengthen alternative dispute resolution and promote the resolution of problems that affect the safety of local communities in line with the rule of law and principles of human rights.

- Strengthening the capacity and role of the media in performing oversight over the Palestinian security sector and increasing trust between Palestinian security forces and media professionals, to strengthen the implementation of the Convention against Corruption.

- Promoting gender equality in the Jordanian Armed Forces to enhance the integration of servicewomen.

- Improving information management and external communication of the Ministry of Justice of Lebanon, to increase efficiency and transparency in the management of criminal justice services.

- Supporting the strengthening of control mechanisms within the Lebanese Internal Security Forces (ISF) and the improvement of forensic and medical examinations in places of detention, to increase alignment with international rules and standards for the treatment of prisoners and compliance with the CAT.

- Supporting national dialogue processes on reforms in the Palestinian system of SSG, to reinforce the national reconciliation process in the Occupied Palestinian Territories.

The prevention of violent extremism remained an important element of DCAF's engagement in the MENA region in 2017. DCAF assisted governments in preventing violent extremism and radicalization through support to improve the protection against torture and ill-treatment in places of detention and to enhance the oversight and accountability of security and justice institutions, and by building trust between communities, especially between youth and local security and justice providers.

Moreover, DCAF continued to facilitate alternative dialogue tracks, both within and among states in the region, to reduce the risk of violent conflict and resolve ongoing armed conflicts. DCAF further contributed to regional processes of security dialogue in the Persian Gulf, Arabian Peninsula (Yemen), Palestine and Syria to foster mutual understanding of the security perceptions of other actors, build confidence and explore common strategies to enhance regional security.

For a detailed overview of key activities by project/programme in 2017, see table III.2 in the Annex.

In supporting national and regional partners in the MENA region, DCAF contributed to a number of key results at the outcome level that materialized in 2017. These results are summarized below.

DCAF's support to enhancing the integrity of security forces in Morocco contributed to law enforcement services in Morocco taking steps to strengthen integrity and reduce corruption.

- The Moroccan police (Sûreté Nationale) made recruitment procedures more competitive to curb corruption and collusion, while the Moroccan Royal Gendarmerie independently organized internal training sessions to build integrity and prevent corruption, following training and awareness-raising workshops on integrity building undertaken by DCAF in partnership with the Moroccan Central Authority for the Prevention of Corruption.

DCAF's support to strengthening citizen complaints mechanisms in Palestine to more effectively hold security forces accountable for abuses of power and violations of human rights contributed to the adoption of a set of instructions and directions to ensure consistency and effectiveness in the handling of citizen complaints against security forces.

- The Secretary-General of the Palestinian Council of Ministers approved the complaints procedure manual and templates that were developed by the Directorate-General of Complaints at the Council of Ministers with the advisory support of DCAF to ensure the effective implementation of the new regulation on citizen complaints adopted by the Council in 2016. The procedure manual and templates reflect international good practices for complaints-handling that DCAF highlighted in its review of the draft documents.

DCAF's support to reform of the Palestinian Civil Police contributed to the strengthening of the legal framework governing the Palestinian Civil Police.

- The President of the Palestinian National Authority adopted a new Police Law, which defines the roles and responsibilities of the Palestinian Civil Police and is consistent with international legal obligations and standards for the democratic governance of police services. The legislation reflects many recommendations that emerged from multi-stakeholder consultations that DCAF organized throughout 2016, including provisions on the civilian character of the Palestinian Civil Police, as well as international good practices of police legislation to which the legal adviser to the President of the Palestinian National Authority was exposed through DCAF support in 2016.

DCAF's support to the Gender Consultative Committee (GCC) in the security sector in promoting gender equality in the Palestinian security forces contributed to the Palestinian Civil Defence creating new institutional structures to enhance the integration of gender perspectives in its policies and operations.

- The Palestinian Civil Defence established a gender unit to advance gender mainstreaming within the agency and support the implementation of gender-related strategies, guidelines and procedures, following participation in gender workshops held by DCAF in partnership with the GCC. This is expected to contribute to increased gender equality in the management and delivery of the agency's services.

DCAF's support to the Presidency of the Republic of Tunisia in enhancing the democratic oversight of the intelligence services in Tunisia contributed to the Tunisian Government strengthening the institutional framework to enhance coordination and strategic guidance of the intelligence sector.

- The Government of Tunisia adopted a governmental decree that established a National Intelligence Centre responsible for collating intelligence assessments and coordinating the various intelligence services operating under different ministries, as well as a second decree that defined the mandate of the National Security Council, including its roles and responsibilities, working methods and composition, to provide strategic and policy direction in the areas of national security and intelligence. The two decrees include provisions on intelligence coordination and strategic guidance in line with recommendations that DCAF and the Presidency of the Republic of Tunisia developed on the basis of consultations with stakeholders from government, parliament and other independent oversight institutions.

DCAF's advisory support to strengthening the role of women in the Jordanian Armed Forces, based on an assessment of the status of servicewomen in the framework of the NATO Jordan III Trust Fund capacity-building project, contributed to the armed forces taking significant steps towards implementing UN Security Council Resolution (UNSCR) 1325 on Women, Peace and Security.

- The Directorate of Military Women's Affairs of Jordan developed a three-year action plan to strengthen the role of servicewomen, which was approved by the Chairman of Operations of the Jordanian Armed Forces in April 2017. The action plan incorporates most of the recommendations presented in DCAF's report on the assessment of the status of servicewomen. Among others, this includes recommendations to increase female officer representation from one per cent to three per cent, create gender advisor and focal point positions, develop human resource policies on paternity leave and for nursing mothers, establish a gender-related complaints system, develop gender training curricula and deploy servicewomen to international peacekeeping missions.

- The Jordanian Armed Forces have already started to implement some elements of the action plan that reflect recommendations emerging from the DCAF assessment, including preparatory work for the creation of gender advisor and gender focal point functions and the development of a gender training curriculum, with the support of DCAF and other international actors. Implementation of the action plan is expected to contribute to increased gender equality within the Jordanian Armed Forces.

Sub-Saharan Africa

In 2017, DCAF continued to build on past achievements in support of SSR processes in the context of democratic transitions and national peace processes in sub-Saharan Africa, and to advance its work on cross-cutting thematic priorities, such as gender mainstreaming and private security governance.

West Africa and the Sahel, where high levels of insecurity, conflict and violent extremism are undermining the region's prospects for stability, human security and sustainable development, remained the geographic priorities for DCAF assistance, with a particular emphasis on Liberia, Mali, Niger, Nigeria and Senegal. Alongside support to national actors in the region, DCAF maintained cooperation with the Economic Community of West African States (ECOWAS) to contribute to the promotion of security, development and the rule of law.

Among the key priorities and areas of focus in 2017 were the following:

- Supporting the implementation of the Agreement on Peace and Reconciliation in Mali.

- Strengthening the internal oversight mechanisms of the police and the independent oversight institutions of the security sector in Niger.

- Advancing gender equality in security institutions in Mali, Niger, Liberia and Senegal.

- Enhancing the capacity of the security and defence committees of the legislature in Nigeria.

- Supporting legal reform processes in Liberia and civil society networking across Africa to reinforce private security regulation and oversight.

- Assisting in the implementation of the SSG/R framework of ECOWAS.

Beyond West Africa, DCAF initiated its support to strengthening the capacity of internal control mechanisms of the National Police of Madagascar and increasing public awareness of their complaints function, in an effort to enhance accountability, integrity and professionalism of police. In addition, DCAF laid the foundation for support to law enforcement officers deployed in resource-rich regions of Kenya, to develop their capacity to manage security around the operations of extractive companies in a manner consistent with human rights.

DCAF further expanded its assistance on two important thematic priorities of programming in the region: the **accountability and regulation of PSCs**, and **gender equality**. DCAF continued to support national regulatory processes and expanded its work to reinforce the role of civil society in performing independent oversight of the private security industry in the region by launching private security governance observatory networks for Anglophone and Francophone Africa. Moreover, DCAF established parameters for future support to address security and human rights challenges related to the extractives sector across Africa, in particular in Kenya and the Democratic Republic of the Congo. DCAF also continued active support in several countries to initiatives that focus on advancing gender equality in the security sector. In particular, DCAF supported efforts to advance gender equality within law enforcement and defence institutions, and to promote women's empowerment and participation in security policy-making in volatile and conflict-prone border communities.

DCAF continued to strengthen its partnerships with international, regional and sub-regional actors and institutions involved in SSG/R in the region. DCAF provided backstopping support to the Special Representative of the African Union (AU) Commission Chairperson for Madagascar and the AU Liaison Office in Madagascar, to reinforce their capacity to provide technical assistance to the Government of Madagascar in the implementation of the national SSR strategy according to the AU SSR policy framework, to enhance coordination among both national authorities and agencies and international partners, and to increase their understanding of key drivers of conflict in the country, especially cattle rustling.

Finally, DCAF continued to work closely with the African Security Sector Network to promote SSG/R, to foster progress towards effective and accountable provision of security across Africa.

For a detailed overview of key activities by project/programme in 2017, see table III.3 in the Annex.

In addition, the following projects focused specifically on sub-Saharan Africa but involved assistance to bilateral donors or multilateral organizations operating in the region:

- – Development of mapping studies on international assistance to SSR in Mali and Nigeria for the Federal Foreign Office of Germany;
- – Support to the UN Mission in Liberia;
- – Support to the UN Principal Advisor to the President of Burkina Faso;
- – Assisting the UN Technical Advisor for SSR in The Gambia to Conduct a Needs Assessment;
- – Support to Conducting SSR Needs Assessments in the Sahel Region.

For an overview of additional activities and outcomes realized under these projects, see the tables on assistance to bilateral donors and multilateral organizations in the Annex, as well as the relevant sections in this report.

In supporting national and regional partners in sub-Saharan Africa, DCAF contributed to a number of key results at the outcome level that materialized in 2017. These results are summarized below.

DCAF's support to increasing internal and external oversight of the police in Madagascar contributed to improvements to the legal foundations of the Inspectorate General of the National Police (Inspection Générale de la Police Nationale, IGPN) and the quality of data on police misconduct collected by the Ministry of Public Security of Madagascar.

- • The Ministry of Public Security, which is responsible for managing the IGPN, developed a draft law regulating the functioning and organization of the IGPN, in line with recommendations presented in an audit/assessment of the Inspectorate produced by DCAF. The draft law includes provisions regulating procedures of the IGPN, including referral mechanisms to report allegations of misconduct by police officers.

- • The Ministry of Public Security amended the monthly matrix that is developed within the Ministry to record criminal offences committed across the country, to enable the disaggregation of data on alleged abuses committed by police officers, based on DCAF's policy advice.

DCAF's support to promoting a community policing philosophy within law enforcement agencies in Mali contributed to the National Police and Gendarmerie of Mali embracing a set of principles for a context-specific community policing model.

- The National Police and Gendarmerie of Mali, which had previously been developing distinct community policing models and methods, adopted an agreement on the guiding principles for a common community policing model, following DCAF's activities to coordinate the efforts of the two agencies and to raise awareness on the importance of introducing a unified approach to community policing at the national level. The Ministry of Internal Security and Civil Protection subsequently invited mayors from Bamako and surrounding areas to discuss the implementation of community policing in their communities.

DCAF's support to strengthening the capacity and role of civil society in SSG/R in Mali contributed to CSOs developing policy-relevant research studies and providing critical input to national SSR processes.

- To better integrate civil society perspectives into the Malian SSR process, in April 2017, the CSO and think tank Alliance pour Réfonder la Gouvernance en Afrique (ARGA Mali) published a policy brief on the current state of the national SSR process, with recommendations to provide new impetus to the process that drew on expertise on SSG/R developed through DCAF capacity-building support. The brief provides national policy-makers and international partners with an original analysis of the national SSR process and offers constructive criticism, including recommendations on how to improve the SSR process in Mali. ARGA also developed a draft report analysing the political economy of national ownership of SSR in Mali for the Friedrich-Ebert Stiftung, using information from "Tool 1: Political Leadership and National Ownership of SSR Processes" of the ECOWAS Toolkit for Security Sector Reform and Governance in West Africa that DCAF developed.

- In response to the absence of a platform for civil society contributions to the public discourse on security issues in Mali and the limited visibility and voice of civil society, ARGA Mali developed a concept for transforming the SSR policy brief into a collaborative series of publications, applying knowledge and skills acquired through DCAF capacity-building support.

- By 2017, peacebuilding organizations affiliated with the West Africa Network for Peacebuilding (WANEP) had effectively implemented several of the low-cost actions identified in a DCAF training held in 2015 on integrating low-cost actions into ongoing work related to SSG/R. These organizations presented the results to other CSOs with which DCAF partners in the framework of the project, shared lessons based on their experiences, and identified a new set of low-cost actions to be mainstreamed into their work by the end of 2018.

- Recognizing the expertise on SSG/R that CSOs developed through DCAF capacity-building support, the National Police of Mali invited the CSOs with which DCAF partnered to participate in the design and implementation of a community policing project in Bamako.

DCAF's support to improving accountability and professionalism in the National Police of Niger through the development of a code of conduct contributed to the establishment and implementation of a system to monitor changes related to the application of the new code.

- The Directorate General of the National Police of Niger (Direction Générale de la Police Nationale, DGPN) and the Inspectorate General of Security Services (Inspection Générale des Services de Sécurité, IGSS) developed a questionnaire by which to measure changes in police conduct, following the adoption of a code of conduct for police (Code d'Etique et de la Déontologie), which was developed with the support of DCAF. The IGSS subsequently used the questionnaire to assess police behaviour during monitoring missions to four different regions in Niger (Agadez, Dosso, Niamey and Zinder) and developed a report with recommendations to improve the implementation of the code of conduct for the Ministry of Interior, Public Security, Decentralisation, and Customs and Religious Affairs of Niger.

DCAF's support to enhancing the capacity of the National Police School (Ecole Nationale de Police et de la Formation Permanente, ENP/FP) in Niger to deliver training on police integrity contributed to the ENP/FP promoting the application of standards for professional behaviour and ethical conduct in police education among police trainers from other countries in the Sahel region.

- The Director of Education at the ENP/FP independently took the initiative to deliver a set of training modules, developed by the ENP/FP based on the content of the DCAF Training Manual on Police Integrity, to trainers of police schools from countries of the G5 Sahel Joint Force. In the delivery of the training modules, the director successfully applied newly gained knowledge on principles of democratic policing and integrity as well as adult learning methodologies and facilitation techniques acquired through a DCAF training workshop.

DCAF's support to strengthening the capacity of media professionals (editors, publishing directors and lead reporters) in Niger to report on security sector-related issues contributed to increased quality in the media coverage of security issues, in line with international ethical and professional standards of journalism.

- A local correspondent for an international radio broadcaster, who participated in a series of DCAF training workshops on reporting security- and security policy-related issues, started to explore additional sources, such as citizens and members of the judiciary, when covering security issues, rather than exclusively relying on interviews with officials from security institutions. At the same time, the correspondent approached sources in the armed forces in a more critical and confidential way, to increase the reliability of information through verification, and to minimize harm by taking appropriate measures to protect sources.

- A reporter from Northern Niger also started to focus on sources beyond the security forces and conducted a first interview with the Governor of Diffa, to inquire about the government policy for the reintegration of former Boko Haram combatants and the exceptional security measures imposed in the region, such as the curfew. In preparing for and carrying out the interview, this reporter successfully applied conceptual and practical tools in the areas of human security and the democratic control and oversight of the security sector, learned in DCAF training sessions. The interview was broadcast locally and nationally, including on a private radio-television channel (Canal 3), the chief editor of which also participated in the DCAF training programme for media professionals.

DCAF's support to strengthening the role of civil society in performing independent oversight of the private security sector in Africa, through the establishment of civil society networks and web-based information platforms, contributed to increased civil society involvement in promoting oversight and accountability of the private security sector in Francophone West Africa.

- Over the course of 2017, the private security governance observatory network for Francophone Africa that DCAF established to foster the exchange of ideas, share information and good practices and reinforce the capacity of CSOs to monitor the private security industry has grown from 25 civil society member organizations from nine different countries to 40 organizations from 21 different countries in the region, based on DCAF's outreach activities, regional workshops and dissemination of information materials.

- The steering committee of the private security governance observatory network for Francophone Africa and other member organizations of the observatory promoted the network and its online information platform and circulated norms and good practices that were promoted by DCAF in the framework of the project, through participation in and presentations at various regional conferences throughout 2017, including an aid effectiveness conference in Zambia, a conference on accountability mechanisms in Côte d'Ivoire and a workshop on the negotiation of the national labour agreement in Senegal. Member organizations of the network also raised awareness on norms and good practices at two national dialogues on private security regulation and human rights in Senegal and Côte d'Ivoire.

- The President of the National Human Rights Commission of Mali initiated the first-ever network between the institution and CSOs, to engage with government in a more informed, coordinated and effective way, following exposure to norms and good practices on civil society engagement in private security governance promoted by DCAF and the steering committee of the private security governance observatory network for Francophone Africa at a regional workshop for member organizations of the network, held by DCAF in Mali in September 2017. Following the announcement of the National Human Rights Commission, a member organization of the private security governance observatory (Fondation pour le Développement au Sahel) met with the Commission to discuss the development of a civil society consultation group on private security governance, to more effectively contribute to the public discourse on private security regulation in the country.

DCAF's support to enhancing the capacity of civil society in Africa to monitor the private security sector, through the establishment of civil society networks and web-based information platforms, contributed to CSOs in sub-Saharan Africa actively sharing information and research on regulatory frameworks through the online private security governance observatory for Francophone Africa.

- Two member organizations of the private security governance observatory network for Francophone Africa, from the Democratic Republic of the Congo and Cameroon, used increased knowledge and skills for monitoring the private security sector to develop factsheets on national private security legislation, following a regional training workshop for member organizations of the network held by DCAF in Mali. These organizations submitted the factsheets as contributions to the online platform that DCAF created as part of the project and shared them with other member organizations. The publication of these factsheets on the platform is expected to empower CSOs in those two countries to exercise more effective oversight of the private security industry.

DCAF's support to reinforcing the role of women in the governance of the local security architecture in Liberian border communities contributed to improved interaction between community members and security providers and increased engagement by community leaders in the prevention and response to sexual and gender-based violence (SGBV) in Counties along Liberia's Northern and Eastern borders.

- In Grand Cape Mount County, many community members who participated in DCAF training on the role of women and civil society in the areas of human security and security governance reported that their relationship with local security providers had improved since the training. Residents of the County said they were able to communicate more openly with immigration officers on issues related to cross-border harassment and bribery following the training, which brought together representatives of local communities, police and border management agencies.

- Police officers in Grand Cape Mount County launched a community security programme on a local radio station to explain their work to community members and illustrate how local communities can become involved in policing, following community dialogue organized by DCAF and inspired by radio messages on gender and security that were broadcast by the station in partnership with DCAF.

- Community leaders in Bong County decided to further sensitize community members to SGBV by holding regular town hall meetings to explain what actions constitute SGBV and to raise awareness on rights, following the conclusion of DCAF's awareness-raising workshops and after radio shows and spots on the subject aired in the County in 2016. Community-based organizations agreed to support the meetings and also be more involved in mediation with victims, families and traditional leaders in cases of SGBV.

DCAF's support to reviewing private security legislation and regulation in Liberia contributed to the development of a strong draft private security law that is in accordance with international standards and good practices laid down in the Montreux Document and the International Code of Conduct for Private Security Service Providers (ICoC).

- Members of the multi-stakeholder working group responsible for the formulation of a revised private security law, established by the Ministry of Justice of Liberia with the support of United Nations Mission in Liberia (UNMIL) and DCAF, drafted a comprehensive private security law that includes provisions to protect human rights, which were adopted from the Monteux Document and the ICoC. In the drafting process, members of the working group used the mapping study of the private security industry that was developed by a group of civil society representatives under DCAF guidance, to inform the development of provisions that respond to challenges identified in the study and address the needs of the public, and to offer reflections on the required supporting regulatory framework. Moreover, on several occasions during discussions, the norms and good practices contained in the Montreux Document and the ICoC, which were promoted by DCAF in a parallel multi-stakeholder workshop, as well as DCAF legal advice, were used to resolve how certain issues should be addressed in the draft law.

Eastern Europe/South Caucasus/Central Asia

Across the nations of the former Soviet Union, DCAF continued in 2017 to support reforms aimed at increasing accountability and transparency in security sector management, in close cooperation with parliaments, civil society, governments, ombuds institutions, defence and law enforcement institutions and regional and international organizations.

In 2017, among the key priorities and areas of focus for programming in the region were the following:

- Facilitating access to information on the security sector and fostering public dialogue on SSG/R in Ukraine.

- Strengthening the strategic planning and management of police reform in Armenia to better guide the transformation of the Armenian police into a modern and accountable law enforcement service that is responsive to the security needs of the population.

- Supporting the development and implementation of a sustainable and effective military career transition system in Ukraine that is integrated into an overall human resource strategy to strengthen the reintegration of former service members into civilian life.

- Strengthening the role and capacity of independent oversight institutions to monitor security and defence institutions in Georgia, Tajikistan and Ukraine.

- Supporting efforts to prepare the Ukrainian criminal justice system for the implementation of the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention).

- Assisting in building integrity and preventing corruption in defence and security institutions.

- Strengthening the capacity of parliamentary security and defence committees to more effectively perform legislative and oversight functions of the security sector in Georgia, Armenia and Ukraine.

In **Eastern Europe**, Ukraine remained the focus of a number of programmes designed to strengthen democratic governance of the security sector, in close partnership with the parliament, ombuds institutions and civil society in their role as formal and informal oversight bodies of the security sector. Moreover, in the context of the development of effective and accountable civilian institutions for mine action, DCAF continued its support to strengthening the policy and legal framework for humanitarian demining and the clearance of unexploded ordnance and explosive remnants of war, in cooperation with the Geneva Centre for Humanitarian Demining (GICHD) and the OSCE Project Co-ordinator in Ukraine. Recognizing that the inclusive and equitable provision of security is fundamental to improving security and creating an enabling environment for sustainable development, DCAF sustained its support to the Ukrainian judiciary system to build the capacity of the system to respond effectively to violence against women and domestic violence.

At the same time, DCAF advanced the implementation of activities aimed at enhancing SSG in the **South Caucasus**, with an emphasis on Armenia and Georgia. In Armenia, DCAF continued its work to improve police interaction with democratic institutions and civil society, enhance transparency and accountability of the police and mainstream gender in policy frameworks and policing practice. In Georgia, DCAF continued to develop and sustain the capacity of the Office of the Public Defender to effectively exercise oversight over the security sector, through the development of guidance products on the monitoring of law enforcement and intelligence services for all units within the Office of the Public Defender and training for staff of the Security Sector Unit.

In 2017, DCAF programming in **Central Asia** included cooperation with ombuds institutions, civil society and security institutions. In Tajikistan, DCAF supported the implementation of joint monitoring visits to military facilities by a CSO and the national ombuds institution, as well as the subsequent formulation of recommendations to improve the protection of human rights and fundamental freedoms of armed forces personnel.

For a detailed overview of key activities by project/programme in 2017, see table III.4 in the Annex.

In addition, the following projects/programmes focused specifically on Eastern Europe, the South Caucasus and Central Asia but involved assistance to bilateral donors or multilateral organizations operating in the region:

- Supporting the development of a transition strategy for the Norwegian Mission of Rule of Law Advisers to Moldova (NORLAM);
- Development of the Mapping Study, "Strengthening the OSCE's Role in Central Asia: Combatting Violent Extremism by Applying Human Security Measures";
- NATO Parliamentary Assembly Cooperation;
- Management of the Security Sector Reform Working Group of the Partnership for Peace Consortium of Defence Academies and Security Policy Institutes (PfPC);
- NATO Building Integrity (BI): BI Compendium II and Website.

For an overview of activities and outcomes realized under these projects/programmes in 2017, see the tables on assistance to bilateral donors and multilateral organizations in the Annex, as well as the relevant sections in this report.

In supporting national and regional partners in Eastern Europe, the South Caucasus and Central Asia, DCAF contributed to one key result at the outcome level that materialized in 2017. This result is summarized below.

DCAF's support to improving the criminal justice response to violence against women and domestic violence in Ukraine, through the development of knowledge products to assess needs regarding the country's obligations under the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention), contributed to increased advocacy for the ratification of the Istanbul Convention and improved planning and design of international assistance to the criminal justice system in Ukraine.

- The Amnesty International Office in Kyiv launched a national advocacy campaign to accelerate the ratification process of the Istanbul Convention, based on the findings of the assessment of current criminal justice practices regarding violence against women and domestic violence that was developed by DCAF in collaboration with La Strada-Ukraine. In campaign communications materials, the assessment was recognized as the main source of information on the criminal justice response to violence against women and domestic violence available to date.

- The EU Advisory Mission in Ukraine used findings of the assessment of the criminal justice response to violence against women and domestic violence developed by DCAF in partnership with La Strada-Ukraine to draft an internal concept note for a project to enhance the effectiveness of the police and judiciary in their response to violence against women and domestic violence.

Asia–Pacific

In 2017, DCAF continued to contribute to the improvement of SSG in the Asia-Pacific region, with a focus on Southeast Asia. DCAF's support in the region primarily involved the promotion of good SSG and the facilitation of SSR processes through multi-stakeholder dialogue and policy-oriented research, as well as capacity building for security providers and independent oversight bodies such as parliaments and CSOs.

The provision of assistance at both the regional and national levels had proven valuable in navigating increasingly challenging contexts, and DCAF continued to work along these two axes to contribute to more effective and accountable provision of security in the region, with an emphasis on Cambodia, Myanmar, the Philippines and Thailand. In these diverse environments, ranging from democratization contexts to post-conflict peacebuilding settings and national peace processes, DCAF undertook a variety of initiatives to foster inclusive and participatory security dialogue, strengthen democratic oversight of security institutions and enhance the provision of security services through capacity building and training.

Among the key priorities and areas of focus in 2017 in Southeast Asia were the following:

- Supporting emerging multi-stakeholder dialogue processes on SSG/R at the national level.

- Facilitating the exchange of experiences and good practices on security sector oversight at a regional level among members of parliaments, representatives of security institutions, independent oversight bodies with a specialized mandate and civil society.

- Strengthening the capacity of parliaments to oversee and legislate on the security sector.

- Fostering transparency and accountability in the security sector.

- Supporting reforms of security institutions, in particular armed forces and police.

At the **regional level**, DCAF sustained its support to the Inter-Parliamentary Forum on Security Sector Governance (IPF-SSG) as a transnational platform for dialogue, information-sharing and networking among members of parliaments in Southeast Asian countries, with the objective to enhance democratic control, accountability and parliamentary oversight at the national level. Since its inception in 2006, well over 300 experts from the region have participated in the forum, including members of parliament, parliamentary staffers, government and security officials, academic experts and civil society representatives from Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Singapore and Thailand, along with occasional observers from India, Japan, Laos, Pakistan and Vietnam, and representatives of the Association of Southeast Asian Nations (ASEAN) Secretariat and the ASEAN Inter-Parliamentary Assembly. Given that global trends of democratic reversals are mirrored in Southeast Asia, and based on DCAF's operational experience in the region, discussions at the 2017 workshop focused on stalemates in SSR processes in societies undergoing democratic transitions. Alongside IPF-SSG, DCAF organized a learning lab in Cambodia on SSG in Southeast Asia, which gathered participants from across the region to reflect on entry points for external assistance to strengthen the capacity of parliaments and civil society to oversee the security sector.

At the **national level**, Myanmar remained DCAF's principal partner country in Southeast Asia in 2017. DCAF continued to focus its support on the transformation of the Myanmar Police Force (MPF) into a community-based police service that is responsive to the needs of the people and operates in line with human rights and best international practice, as well as the improvement of parliamentary oversight of the police in the framework of a new multi-year EU police reform project to consolidate the achievements of previous EU support. At the same time, DCAF continued to support the armed forces and other security sector actors in Myanmar to conceptualize SSR and disarmament, demobilization and reintegration (DDR) in the peace process, and to train Myanmar professionals on SSG, including parliamentarians, members of political parties, CSOs, representatives of government ministries and security sector personnel. Beyond Myanmar, DCAF engaged with civil society actors, think tanks and government agencies in Indonesia and Singapore, and sustained capacity building aimed at community radio broadcasters and journalists in Thailand as well as a wide range of security sector professionals in the Philippines.

Beyond Southeast Asia, DCAF started to explore opportunities for engagement in countries beyond Southeast Asia, such as Japan, South Korea and Sri Lanka. In each of these countries, DCAF established new contacts or built upon previous interactions with government agencies, parliaments and national human rights commissions, policy research institutions and CSOs. DCAF also initiated support to gender initiatives in the region by assisting the Ministry of Interior Affairs of Afghanistan in conducting a gender self-assessment in partnership with the United Nations Development Programme (UNDP), and identified options to expand its support to mainstream gender in the security sector.

For a detailed overview of key activities by project/programme in 2017, see table III.5 in the Annex.

In addition, the following two projects were focused specifically on the Asia-Pacific region but involved assistance to bilateral donors operating in the region:

- Enhancing Norwegian assistance to justice sector reform in Nepal;
- Support to the Bangladesh Institute of Peace Support Operation Training.

For an overview of activities and outcomes realized under these projects in 2017, see the table on assistance to bilateral donors in the Annex, as well as the relevant section in this report.

Latin America and the Caribbean

Recognizing that high levels of violent crime and insecurity in Latin America and the Caribbean are inextricably linked to a lack of democratic governance of the security sector, DCAF's activities in the region aimed to improve SSG as a means of strengthening citizen security. In 2017, DCAF continued to support national efforts to enhance the governance of the private security sector and increase the gender responsiveness of security services in order to reduce violence and fear of violence and strengthen the rule of law and respect for human rights in the region.

In 2017, this included the following key priorities and areas of focus:

- Enhancing the integration of gender perspectives in the delivery of police services in historically disaffected regions in Colombia.

- Fostering the application of principles of good governance by public and private security providers.

- Supporting national and local multi-stakeholder platforms to address security and human rights challenges related to the operations of extractive companies in Peru.

- Promoting international norms and good practices on private security regulation among public and private stakeholders in Costa Rica, El Salvador, Guatemala, Guyana, Jamaica and Peru.

- Supporting national authorities and legislatures to strengthen legal and regulatory frame-works as well as policies governing the private security sector in Costa Rica, Guyana and Peru.

- Supporting national private security regulatory bodies in increasing the transparency and accountability of PSCs in Costa Rica, Guatemala, Jamaica and Peru.

In 2017, DCAF explored opportunities for support to reform processes in Colombia, in particular to assist the Colombian Ministry of Defence and the national parliament in implementing and monitoring the peace agreement. By the end of 2017, DCAF had commenced the implementation of a first project to address **gender and security** in Colombia by supporting the Colombian National Police in adapting protocols for responding to violence against women in special transitional peace zones, through consultations with women's organizations in affected areas. In addition, DCAF organized meetings with Colombian parliamentarians of different parties to exchange views and discuss the role of parliament in the oversight of the security sector in the context of peacebuilding in Colombia. DCAF also contributed to discussions at the "Citizen Security Week 2017" in Bogota and Medellin, organized by the Government of Colombia and the Inter-American Development Bank (IDB).

Moreover, DCAF sustained its support to international partners involved in SSR programming in the region, especially the Swiss Agency for Development and Cooperation (SDC). DCAF continued its backstopping support to the SDC Country Office and implementing partners, to reinforce the implementation of its Integrated Security Sector Reform and Violence Prevention Programme in Honduras, by providing support to strategic and operational change management in the context of police reform. Alongside these engagements, DCAF continued to reach out to strategically important international donors who may be interested in working with DCAF in the region, and established contacts with knowledge hubs to identify new entry points at the regional and national levels.

In the field of business and human rights, DCAF continued to assist governmental and non-governmental stakeholders across the region to improve the management of public and private security around the operations of **extractive industries** in line with international human rights standards, with an emphasis on Peru. In Peru, DCAF worked closely with local government officials, extractive companies and CSOs to support the implementation of good practices to address security and human rights challenges arising from commercial mining activities, by assisting with establishing a regional working group on the Voluntary Principles on Security and Human Rights (VPs) in the Macro Región Sur and by providing strategic guidance. This local-level support complemented DCAF's long-standing support to the national-level VPs Working Group in Peru.

At the same time, DCAF expanded its work to strengthen the regulation, oversight and accountability of **PSCs** in the region, through its partnership with the UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UNLIREC). Joint DCAF-UNLIREC programming focused on promoting the oversight of, and accountability in, the use of small arms and light weapons (SALW) by the private security industry. As part of this programme, support was provided to parliaments, national private security regulatory bodies, private security industry associations and companies, civil society and other stakeholders, especially in Central American countries and in Peru.

For a detailed overview of key activities by project/programme in 2017, see table III.6 in the Annex.

The following three projects were focused specifically on Latin America and the Caribbean but involved assistance to bilateral donors or multilateral organizations operating in the region:

– Backstopping support to the SDC Country Office in implementing the Integrated Security Sector Reform and Violence Prevention Programme in Honduras;
– Development of a Study on Legal Aid to Inform Justice Sector Reform in the Framework of the UN Stabilization Mission in Haiti;
– Support to Citizen Security Programming of the IDB.

For an overview of activities and outcomes realized under these projects in 2017, see the tables on assistance to bilateral donors and multilateral organizations in the Annex, as well as the relevant sections in this report.

In supporting national and regional partners in Latin America and the Caribbean, DCAF contributed to two key results at the outcome level that materialized in 2017. These results are summarized below.

DCAF's support to national authorities responsible for PSC regulation in Latin America and the Caribbean contributed to national authorities and PSCs in a number of countries in the region increasing their commitment to comply with norms and good practices related to private security governance and arms control and taking steps to align legislation, regulation and corporate practices with those norms and good practices.

- In Costa Rica, the private security regulatory body and representatives of private security industry associations and companies publicly stated their intent to reduce the number of SALW held by PSCs, leading to the first-ever public destruction of PSC weapons in Latin America, in San José in April 2017. Reaffirming their commitment, both the national authorities and PSCs informed DCAF that they ultimately aim to decommission up to 90 per cent of SALW held by PSCs operating in the country. This joint effort between the government and the private security industry marked a significant shift in Costa Rica's approach to regulating private security, which was stimulated by the promotion of norms and good practices by DCAF and its project partner UNLIREC.

- The Government of Costa Rica developed two draft amendments to the national private security law in line with norms and good practices embedded in the Montreux Document and the ICoC, through an extensive review of existing private security legislation that drew on DCAF's legal advice. The draft amendments were submitted to parliament for approval and the revised private security law is expected to enter into force in 2018.

- The private security regulatory body of Guatemala integrated elements of the ICoC into its training courses for PSC directors and private security guard instructors, following exposure to norms and good practices on private security governance promoted by DCAF. This demonstrates the transfer of norms and good practices from the global to the local level.

- The Peruvian PSC Seguroc applied for membership to the International Code of Conduct Association (ICoCA) following DCAF's promotion of norms and good practices at an executive seminar organized in Peru in 2017.

DCAF's support to enhancing the management of security around operations of extractive industries with respect for human rights in the framework of the VPs contributed to the strengthening of regional efforts to implement the VPs in Peru.

- The VPs Regional Working Group in Peru, established with the support of DCAF to create a trusted space for dialogue between extractive companies, government and civil society and to facilitate the implementation of the VPs in the Macro Región Sur used the study report on challenges related to security and human rights in the region, developed by DCAF, in formulating a VPs implementation plan.

Assisting International Partners

While DCAF assisted partner states in reform processes aimed at enhancing good governance of their security sectors, it also worked with international partners, such as bilateral donors and multilateral organizations, to enhance their provision of effective and coherent support to these nationally-led and locally-owned reform processes. In supporting international partners in the delivery of assistance to national SSR processes, DCAF pursued an indirect yet equally important avenue for fulfilling its mandate. In this regard, DCAF support was focused particularly on the work of the UN and other relevant international, regional and sub-regional organizations, as well as on other formal and informal multilateral governance arrangements at regional and global levels, in shaping and implementing SSG/R approaches.

Bilateral Donors

As DCAF's main instrument for reinforcing the capacity of bilateral donors to deliver more effective and efficient assistance for SSR, the International Security Sector Advisory Team (ISSAT) continued to support its Governing Board members to improve their own support programmes through **advisory field support** (assistance with assessments, programme design, M&E, mentoring and short-term backstopping support), **professional development and training** (face-to-face training and e-learning courses), **knowledge services** (methodologies and guidance, practical tools, resource library and online community of practice) and **advocacy** (panel discussions, briefings to government departments and weekly digests and bi-weekly bulletins) on international good practice for SSR. Through its engagement, ISSAT aims to promote a whole-of-government and facilitate greater coordination among its Governing Board members, as well as enhance the identification and dissemination of good practices and lessons of security and justice reform.

Key priorities and areas of focus in 2017 included the following:

- *Advisory field support*: Development of two mapping studies on international assistance to SSR in Mali and Nigeria for the Federal Foreign Office of Germany, to prevent duplication of efforts and identify some of the emerging gaps in international assistance as well as potential synergies for German support to SSR in those two countries; development of a donor mapping study and a preliminary needs assessment as well as recommendations for the Norwegian Government to inform support to the criminal justice system in Nepal, with a focus on issues related to access to justice and rule of law; support to reinforce Norwegian assistance to justice and rule of law reforms in Moldova and Ukraine; development of a baseline study of the juvenile justice system in Albania in the framework of Sweden's cross-government support to enhancing respect for the human rights of child offenders; and sustained backstopping support to the SDC Country Office in Honduras in the framework of the second phase of its SSR and violence prevention programme in the country (see section on Latin America and the Caribbean);

- *Professional development and training:* Capacity building for operational planning personnel and high-ranking officials of the German Federal Armed Forces (Bundeswehr) to plan military exercises that include SSR components and prepare them for deployment to international missions; improvement of the online platform and training resources; and continued engagement with international peacekeeping training centres to raise the SSR profile in peacekeeping and conflict prevention;

- *Knowledge services:* Development of a methodology to identify lessons for security and justice sector reform programmes; review and adaptation of the community-based assessment methodology to better identify the security and justice needs of communities, including vulnerable and marginalized groups, as well as to analyse the responsiveness of security and justice institutions in the context of assistance to the Swedish

Government in supporting juvenile justice reform in Albania and to the Norwegian Government in supporting justice and rule of law reforms in Nepal; and development of a methodological framework defining key criteria and standards against which the functioning of a security sector can be assessed for a series of needs assessments on SSG/R in the Sahel region;

- *Advocacy:* Reinforcement of support of Governing Board members to the UN Sustainable Development Goals (SDGs), particularly Goal 16 on peace, justice and strong institutions, by producing briefings on the role of SSR in the SDGs and providing analyses on the current debate, progress and implementation of the 2030 Agenda for Sustainable Development; and production of analytical briefings to raise awareness of the pivotal role that SSG/R plays in preventing the outbreak of or relapse into violent conflict.

In addition to assisting bilateral donors through ISSAT, DCAF continued to support donor countries in implementing specific programmes that seek to enhance the democratic governance of the security sector. Among other initiatives, this included the final activities as part of DCAF's work as an intermediary management body for the Swiss Regional Police Cooperation Programme (SPCP 2012–2016) as well as in support to Switzerland and the United Kingdom in conducting an international human rights-focused review of good governmental practices and lessons learned in P/CVE and counter-terrorism online in the context of the Global Counterterrorism Forum (GCTF).

For a detailed overview of key activities by project/programme in 2017, see table III.7 in the Annex.

One additional project/programme, which involved assistance to a bilateral donor but was inextricably linked to DCAF's programming in Southeast Europe, was: Support to the Implementation of the SPCP 2012–16. For an overview of activities and outcomes realized under project/ programme in 2017, see the table on support to national partners in Southeast Europe in the Annex, as well as the corresponding regional section in this report.

In assisting bilateral donors, DCAF contributed to one key result at the outcome level that materialized in 2017. This result is summarized below.

DCAF's delivery of training courses on SSR contributed to practitioners and experts from bilateral donor countries more effectively managing and delivering international assistance to national reforms in line with key principles of SSG/R.

- In a follow-up survey administered to civilian and uniformed officials from various bilateral donor countries involved in international missions and peace support operations, all of whom had undergone DCAF's introductory or advanced training on SSR in 2016, respondents reported they were able to more effectively coordinate the work of multidisciplinary teams and the efforts of international donor agencies in the fields of prison management and law enforcement, to engage in dialogue with local stakeholders, and to advise their supervisors or home countries on the delivery of assistance to national SSR processes.

Multilateral Organizations

DCAF continued to assist multilateral organizations in their efforts to enhance the effectiveness and coherence of their support to nationally-led SSR processes that promote local ownership, gender equality and human rights within a framework of the rule of law. DCAF's engagement with multilateral organizations has traditionally had a strong focus on the United Nations (UN) system and regional organizations in the Euro-Atlantic region and Africa, but in 2017, DCAF further expanded this network to other world regions, in particular the Americas.

DCAF continued in 2017 to harness its strategic relationship with the **UN**, especially with the Department for Peacekeeping Operations (DPKO), UNDP and other members of the UN Inter-Agency SSR Task Force. The overarching purpose of DCAF's assistance remained the facilitation of UN efforts to implement Security Council Resolution 2151 on SSR. DCAF's activities were focused on supporting the development and review of policy and guidance documents, executing joint research projects on specific SSR-related issues, and supporting UN field staff in the framework of peacekeeping operations or country team structures through training, advisory field support and long-term cooperation on dedicated SSR support programmes targeted at national stakeholders. DCAF also further consolidated its partnership with UNDP in the areas of rule of law, justice and human rights, and strengthened collaboration with UNLIREC to support greater oversight and accountability of PSCs operating in Latin America and the Caribbean. Beyond support to the UN, DCAF sustained and expanded its cooperation with regional and other multilateral organizations, such as the EU, NATO, the OSCE, the AU, the Organisation for Economic Cooperation and Development, the International Organisation of La Francophonie (OIF) and the International Parliamentary Union (IPU).

Among other priorities, DCAF support included the following activities in 2017:

- *UN:* Development of a mapping study on the approaches of multilateral organizations to SSR; drafting of studies on the approach of the UN to supporting defence sector reform and on the integration of former combatants into the security sector; support to the Government of Slovakia in its role as co-chair of the UN Group of Friends of SSR with a view to the Slovakian Presidency of the UN General Assembly in order to mainstream SSR across the peacebuilding and sustaining peace agenda, including through the organization of a high-level conference on the role of SSR in sustaining peace in Bratislava; reinforcement of the efforts of the UN to assist national SSR processes in Burkina Faso and The Gambia by providing backstopping support to the UN Principal Advisor to the President of Burkina Faso in facilitating the development of a new national security policy and implementation plan, as well as to the UN Technical Advisor for SSR in The Gambia in conducting a SSR needs assessment; support to the UNMIL in assessing capacity needs of the Liberian parliament to effectively perform its oversight function of the security sector and in distilling lessons from past and ongoing assistance to the criminal justice system of Liberia; development of a study on legal aid for the UN Stabilisation Mission in Haiti to strengthen international support to the rule of law sector; production of a series of evaluations of country-specific interventions in the framework of the UNDP Global Programme to Strengthen the Rule of Law and Human Rights for Sustaining Peace and Fostering Development; and assistance to the UNDP in Afghanistan in conducting a gender self-assessment of the Ministry of Interior Affairs.

- *EU:* Preparatory work for backstopping support and policy advice in the implementation of the new EU SSR policy framework; initiation of a series of country-specific needs assessments for the European Commission Directorate General for International Cooperation and Development to inform future assistance for SSR in the Sahel region; provision of training courses in the framework of the European Security and Defence College (ESDC) training programme and the EU Police Services Training II, to prepare SSR practitioners from EU Member States for their participation in international missions; and the planning and design of backstopping support and technical advice in the implementation of the new EU-wide policy framework for support to SSR.

- *OSCE:* Organization of the 2017 OSCE Focus Conference to reflect on new ways for regional security cooperation and confidence-building in a rapidly evolving security environment and to overcome structural constraints and deficiencies of the organization; provision of conceptual input to the OSCE High-Level Conference on Security Sector Governance and Reform organized by the Austrian OSCE Chairmanship-in-Office and the OSCE Conflict Prevention Centre; sustained cooperation on SSG/R programming with OSCE field offices in Eastern Europe and Central Asia; development of guidelines on SSG/R for OSCE senior management; and a mapping study and recommendations on the role of the OSCE in P/CVE in Central Asia from a human security perspective.

- *NATO:* Support to policy development aimed at building integrity in defence management; awareness raising on best practices for SSG and democratic oversight of the security sector among parliamentarians from NATO member and partner states, in the framework of cooperation with the NATO Parliamentary Assembly (via Rose-Roth Seminars); research activities and the dissemination of norms and best practices on democratic governance of the security sector as chair of the Security Sector Reform Working Group within the Partnership for Peace Consortium of Defence Academies and Security Policy Institutes (PfPC); and support to the chair of the NATO Committee on Gender Perspectives and to the NATO Secretary General's Special Representative for Women, Peace and Security, specifically by facilitating the work of the Civil Society Advisory Panel on Women, Peace and Security (CSAP).

- *AU:* Provision of support to reinforce the AU Commission's assistance to the national SSR process in Madagascar; and capacity building of AU Commission officials to effectively manage and implement SSR programmes.

- *OIF:* Support for representatives of ombuds institutions for the armed forces from Francophone states in sub-Saharan Africa to participate in the Ninth International Conference of Ombuds Institutions for Armed Forces (ICOAF) in the United Kingdom; and development of a review of good practices of SSR support in Francophone countries recovering from crises and armed conflict.

- *IPU:* Continued support to the development of a joint DCAF-IPU guide on Contributing to Security for Sustaining Peace: The Role of Parliaments.

Given its increased focus on fragile contexts, DCAF further strengthened its engagement with international financial institutions in the last year, namely with the World Bank and regional development banks. In this context, DCAF provided assistance in developing risk mitigation guidelines for the Citizen Security Cluster of the Inter-American Development Bank, to inform its engagement with police and corrections services. Drawing on its own operational experience and research on the role of SSG/R in ensuring sustainable peace, DCAF also contributed to the joint UN-World Bank study on inclusive approaches to preventing violent conflict (see section on governance and security).

DCAF also further explored the potential of establishing partnerships with the Organization of American States and the IDB on SSR-related programming in Latin America and the Caribbean, as well as enhancing collaboration with ASEAN and the ASEAN Inter-Parliamentary Assembly in the framework of the IPF-SSG.

For a detailed overview of key activities by project/programme in 2017, see table III.8 in the Annex.

In addition, three projects/programmes were conducted in partnership with multilateral organizations but were focused on a specific geographic region:

- NATO Trust Fund III – Enhancing the Role of Servicewomen in the Jordanian Armed Forces;
- Reintegration Assistance via the NATO-Ukraine Military Career Transition Programme, Phase 3;
- Strengthening Private Security Regulation in Latin America and the Caribbean.

For an overview of activities and outcomes realized under these projects/programmes in 2017, see the tables on support to national partners in the relevant regions in the Annex), as well as the corresponding regional sections in this report.

In assisting multilateral organizations, DCAF contributed to a number of key results at the outcome level that materialized in 2017. These results are summarized below.

DCAF's support in conducting the External Review of the Functions, Structure and Capacity of the UN Police Division (UNPOL) contributed to UNPOL taking first steps to revisit and revise the deployment model of Formed Police Units.

- UNPOL changed its policy defining the circumstances under which Formed Police Units are allowed to engage in capacity building with police services in partner countries, in line with a recommendation calling for a comprehensive review of Formed Police Units and their management in the external review of UNPOL that was developed with the support of DCAF in 2016. The policy was subsequently implemented across several international missions.

DCAF's support to a series of evaluations of country programmes implemented under the framework of the UNDP Global Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development contributed to the initiation of efforts to improve the design, management and implementation of security, justice and rule of law programmes undertaken by UNDP.

- The UNDP Country Office in Guinea-Bissau adapted activities undertaken in the framework of the Rule of Law and Justice Project in line with recommendations included in the evaluation of the 2014–2016 project phase, conducted by DCAF. In particular, national partners were successfully persuaded to establish an inter-agency platform to promote dialogue between formal justice institutions in order to overcome stalemates that undermine the functioning of the justice system, and the Country Office increased its own staff capacity to more effectively deliver assistance and monitor performance, developed a new dedicated project to reinforce the promotion of the interface between the formal and informal justice systems, held a national conference on legal aid to explore different models of free legal assistance with implementing partners and national stakeholders, and drafted a communication strategy to increase the visibility of the project and demonstrate its contribution to the broader process of social transformation and peacebuilding to national and international audiences.

DCAF's support to the development of the OSCE Guidelines on SSG/R contributed to the strengthening of regional cooperation, the adoption of more impact-oriented and cross-dimensional approaches to support for SSG/R and the roll-out of enhanced training on SSG/R for OSCE field staff.

- A number of SSG/R focal points within the organization reported having used the guidelines in organizing various regional initiatives, such as regional trainings, study visits and awareness-raising workshops on combating drug and human trafficking and on enhancing criminal justice cooperation among neighbouring countries in the fight against cybercrime.

- SSG/R focal points within the organization reported having integrated SSG/R more effectively into the planning, design and implementation of projects, drawing on information in the guidelines. This included efforts to undertake needs assessments and the development of a pilot project lasting beyond one fiscal year to support a more sustainable approach to SSG/R.

- One SSG/R focal point reported having adopted a more cross-dimensional approach to SSG/R, based on the guidelines, by supporting public-private partnerships to fight corruption. In the past, the OSCE had paid limited attention to SSR activities with a cross-dimensional character, such as those aimed at reducing corruption and enhancing public procurement in the security sector.

- The OSCE used the guidelines to develop and deliver a new training curriculum on the guidelines, in cooperation with the Folke Bernadotte Academy (FBA), to field operations in Bosnia and Herzegovina, Macedonia and Serbia. A train-the-trainer approach was adopted to enable SSG/R focal points to train their colleagues on the use of the guidelines.

DCAF's support to the OSCE in developing an effective and coherent approach to SSG/R contributed to enhanced political willingness within the OSCE and its member states to engage on SSG/R from a cross-dimensional perspective.

- The OSCE decided to hold the first-ever joint meeting on SSG/R between the Forum for Security Cooperation and the Permanent Council of the OSCE in February 2018, based on DCAF's long-standing promotion of norms and good practices of SSG/R within the organization. This marks a significant shift from past practice and the prevailing notion that SSG/R is only part of the politico-military dimension. With the decision to discuss SSG/R-related issues in a joint meeting, the OSCE also acted upon a recommendation that was included in the 2014 mapping study developed by DCAF on the role of the OSCE in SSG/R.

DCAF's support to improving NATO implementation of UNSCR 1325 through external facilitation of the NATO CSAP contributed to CSAP member organizations effectively influencing policy discussions on gender, peace and security in their home countries and within NATO.

- Representatives of CSAP member organizations applied the knowledge of the NATO Policy on Women, Peace and Security and NATO's internal processes, acquired through the two CSAP meetings facilitated by DCAF, in discussions with government officials and NATO country delegations on national commitments regarding UNSCR 1325, their delivery of trainings and presentations, their interactions with the armed forces and their exchange of information with other CSOs at the national level. CSAP members also advocated for specific improvements in NATO's implementation of the UN Women, Peace and Security agenda. In particular, representatives of CSAP member organizations used their enhanced knowledge of NATO structure, missions and operations, as well as policies related to the UNSCR 1325, to provide technical advice in reviewing NATO's progress towards realizing the UN Women, Peace and Security agenda, to advise the NATO Committee on Gender Perspectives on the organization's engagement in P/CVE and to provide recommendations to NATO members and senior staff.

DCAF's institutional capacity-building support to the IDB contributed to the IDB enhancing risk management in the context of the citizen security initiative.

- The IDB used the IDB Risk Mitigation Guidelines for Engaging with Police and Corrections Services, developed by DCAF in the framework of support to the SDC Country Office in implementing SSR and violence prevention programming in Honduras, to conduct risk assessments for citizen security programmes in Argentina.

Other Multilateral Platforms

In 2017, DCAF continued to provide substantive support to the institutional development of a number of formal and informal multilateral governance arrangements that address specific aspects of SSG at regional and global levels, including the following:

- The Secretariat of ICoCA, a multi-stakeholder association that serves as an oversight body for the implementation of the ICoC, involving over 100 PSCs, states and CSOs.

- The Montreux Document Forum (MDF), which is a venue for informal consultation among the 54 states and international organizations participating in the Montreux Document and supports the national implementation of existing international legal obligations and good practices related to private military and security companies (PMSCs), and for which DCAF serves as the technical secretariat, in close cooperation with MDF co-chairs Switzerland and the International Committee of the Red Cross (ICRC).

- The ICOAF, a trans-governmental network that aims to establish best practice and lessons learned related to the mandate, powers and functioning of ombuds institutions, involving representatives from more than 50 states and five multilateral institutions, and co-hosted by DCAF and one of the participating states.

- The PCC SEE, the secretariat of which is hosted and staffed by DCAF in Ljubljana to support the implementation process of the convention.

- The IISG, a new framework for internal security cooperation, capacity building and reform in the Western Balkans, the support mechanism of which, the IISG Support Group, is hosted by DCAF in Ljubljana.

To reinforce national government-led processes aimed at enhancing the governance and accountability of PSCs, DCAF continued its support to multi-stakeholder mechanisms and instruments for private security governance at the global level, in particular to the **ICoCA** and the Montreux Document. DCAF continued to promote the ICoC initiative and its implementation by providing administrative and expert support to the institutional development of the ICoCA, especially developing procedures to monitor the compliance of member companies with the ICoC and to process complaints on alleged violations of the code. In addition, DCAF organized outreach events to raise awareness on the ICoCA among both public and private stakeholders and to encourage their participation in the multi-stakeholder initiative, particularly in sub-Saharan Africa and Latin America and the Caribbean.

In the context of the **Montreux Document**, DCAF engaged in the development of practical tools to support the implementation of more effective regulation of PMSCs. DCAF also supported the organization of outreach activities to promote the initiative, as a means to ensure that PMSC personnel adhere to existing obligations under international humanitarian law. In its role as MDF secretariat, DCAF further supported co-chairs Switzerland and the ICRC in convening participants around key issues and developing informative knowledge products on challenges and opportunities of PMSC regulation.

Within the trans-governmental network of **ICOAF**, DCAF advanced its work promoting ombuds institutions as a fundamental means to ensure that armed forces are governed in accordance with the rule of law and with respect for the human rights of both armed forces personnel and the civilians with whom they engage. In supporting ombuds institutions, DCAF's engagement mainly focused on fostering international cooperation between ombuds institutions of various countries, documenting best practices and lessons learned and formulating recommendations to strengthen the functioning of these institutions on the basis of policy-oriented research.

In the framework of the **PCC SEE**, DCAF provided support to enhance the strategic alignment of the PCC SEE implementation process (PCC SEE Plus) and develop action plans for the implementation of the five core clusters of the convention, dedicated to data protection, information exchange, operational cooperation, countering terrorism and automated exchange of data. DCAF also assisted Contracting Parties in establishing an EU-oriented framework for automated exchange of DNA profiles, fingerprints and vehicle registration data in the PCC SEE region, with the aim to increase Schengen integration, strengthen data protection arrangements for the exchange of information within the scope of the convention and improve operational planning and preparation of joint cross-border police operations in accordance with EU standards and best practices.

As part of its support to the **IISG**, which was launched in 2017, DCAF coordinated the development of Multi-Annual Integrated Plans of Action for the three pillars of the IISG, the WBCTi, the Western Balkan Counter Serious Crime initiative (WBCSi) and the WBBSi, to provide strategic implementation guidance with the aim to enhance complementarity, reduce duplication and scale up cooperation among the EU and other international donors of external assistance in those three fields of internal security in the Western Balkans.

For a detailed overview of key activities by project/programme in 2017, see table III.9 in the Annex.

The following two programmes mentioned above involved assistance to other multilateral platforms, but were focused on Southeast Europe:

- Support to the Implementation of the PCC SEE;
- Support to the Implementation of IISG.

For an overview of activities and outcomes realized under these programmes in 2017, see the table on support to national partners in Southeast Europe in the Annex and the corresponding regional section in this report.

In assisting multilateral platforms, DCAF contributed to a number of key results at the outcome level that materialized in 2017. These results are summarized below.

DCAF's promotion of principles and good practices embedded in the ICoC contributed to a growing number of governments, CSOs and PSCs joining the ICoCA and taking steps to enhance oversight of the private security industry and its compliance with international law and human rights under the framework of the ICoCA.

- In 2017, four new CSOs, from Nigeria (three) and China (one), became members of the ICoCA.

- After joining the ICoCA in December 2016 following regular engagement by DCAF to promote membership in the multi-stakeholder mechanism, the Government of Canada announced in February 2017 that it gives preference to ICoCA member companies in its public procurement processes for private security services, in line with principles and good practices of the ICoC.

- The Government of Australia, which became a member of ICoCA in 2013, updated its procurement practices to require ICoCA membership for certain categories of private security provision in 2017, based on outreach by DCAF throughout the year.

- A number of businesses made changes to their policies and practices for contracting PSCs, now requiring compliance with the principles and standards of the ICoC or ICoCA membership, following awareness-raising meetings with DCAF and based on DCAF's policy advice in the development of revised procurement policies and procedures. For instance, in February 2017, Tullow Oil published a request for proposals that required PSCs to obtain ICoCA membership within one year of being awarded the contract. In June 2017, Philipp Morris International published provisions for procuring PSCs that prescribe the contracting of ICoCA member companies only.

DCAF's creation of knowledge products on ombuds institutions in the framework of ICOAF contributed to the enhanced sharing of good practices to promote and protect human rights and fundamental freedoms of armed forces personnel among West African states.

- The ombudsman of Senegal, using information from the mapping study of ombuds institutions in Francophone sub-Saharan Africa developed by DCAF, discussed the state of ombuds institutions in Africa at a national workshop in Côte d'Ivoire, which explored the option of establishing a specialized military ombuds institution in the country. The creation of an ombuds institution is expected to help address grievances and tensions between the various factions of the armed forces in response to recent events in Côte d'Ivoire.

DCAF's promotion of norms and good practices and policy advice on the integration of human rights and fundamental freedoms within military structures in the framework of ICOAF contributed to independent oversight bodies from a number of countries taking the initiative to strengthen their role in international peacekeeping operations, more efficiently handle the complaints of armed forces personnel and develop stronger draft legislation to extend their mandate and powers.

- Following discussions at the 2016 ICOAF, which highlighted limitations in the mandate and operation of ombuds institutions with regard to the protection of human rights of both armed forces personnel and local populations in the context of international missions, the Serbian ombudsman initiated the development of guidelines for conducting inspection visits to Serbian service personnel stationed abroad. In addition, the ombudsman of Georgia conducted his first-ever visit to service personnel overseas, visiting Georgian troops deployed in Afghanistan.

- The annual report submitted by the German Parliamentary Commissioner for the Armed Forces to the Bundestag called for efforts to increase cooperation between ombuds institutions, and specifically recommended the development of common standards for overseeing the armed forces in the context of international missions. The Bundestag responded affirmatively and the commissioner started exploring options for joint inspection visits to EU and NATO military missions and operations, in line with the experience of the German-Dutch visit to troops stationed in Mali in 2016, which was prompted by DCAF's promotion of norms and good practices.

- Following a political corruption scandal that led to the impeachment of the former President of South Korea and new elections, several parliamentarians developed a new draft law, in consultation with the National Human Rights Commission of Korea (NHRCK), that provides for the expansion of the commission's mandate and powers to oversee the armed forces rather than the establishment of a specialized military ombudsman under the control of the commission, reflecting policy advice provided by DCAF during consultations with parliamentarians and the commission throughout 2017. The draft law is based on a legal proposal that was submitted to parliament in 2016 following South Korea's first-ever participation in ICOAF but had not undergone parliamentary debate due to the political crisis.

Contributing to International Policy Development and Good Practices

Another important pillar of DCAF's work to assist partner states and international actors in improving the governance of national security sectors consists of activities designed to provide meaningful contributions to the international discourse on development, peace and security policy and to develop norms, standards and good practices for SSG/R. To strengthen its role as an impartial and credible source of information in the field of SSG/R, DCAF continued in 2017 to focus its policy research on key dimensions of good SSG, the promotion of gender equality in the delivery, management and oversight of security services and challenges and opportunities of public–private partnerships in the governance of the security sector.

Security Governance

DCAF continued to play a pivotal role in further shaping the SSG/R policy agenda by developing evidence-based knowledge products and supporting multilateral organizations in policy and guidance development. Through **policy-oriented and comparative empirical research**, DCAF further consolidated its role as a leading institution for SSG/R. The policy research activities of DCAF not only contributed to a more nuanced understanding of how the principles of SSR and good governance can be applied to national security sectors across different contexts, but also provided a robust basis from which operational divisions and national and international partners could draw in their efforts to improve SSG in different countries.

By providing clear and concise introductions to the themes of SSG/R that are of primary concern to practitioners, the SSR Backgrounder series remained DCAF's principal vehicle for disseminating basic knowledge on the centre's thematic areas of work. Alongside the SSR Backgrounders, DCAF sustained its traditional policy research activities on parliamentary oversight of the security sector, police reform and accountability and civilian control of armed forces. In addition, DCAF initiated research on the relationship between SSR, peace processes and mediation.

Among other publications, additions to the catalogue of knowledge products for SSR practitioners and other stakeholders included the following:

- Two SSR Backgrounders, on "Intelligence Services: Roles and Responsibilities in Good Security Sector Governance" and "Intelligence Oversight: Ensuring Accountable Intelligence within a Framework of Democratic Governance."

- Development of an edited volume on *Ombuds Institutions for the Armed Forces: Selected Case Studies*, which analyses the functioning of a sample of ombuds institutions in the OSCE region and identifies capacity needs regarding their oversight mandate and activities.

- Development of an edited volume on *The Role of Parliament in Police Governance: Lessons Learned from Asia and Europe*, which compiles good practices and recommendations for improving police accountability towards parliaments, based on case studies of Asian and European countries.

- A journal article on "Who is Policing the Police? The Role of Parliament in Police Governance in Asia and Europe."

As the **2030 Agenda for Sustainable Development** constitutes one of the main conceptual frameworks for DCAF's current work, the centre's policy and research activities in 2017 continued to focus on several dimensions of the SDG framework, particularly SDG5 (gender equality), SDG11 (inclusive, safe and resilient cities) and SDG16 (peace, justice and strong and accountable institutions). As the 2018 High-level Political Forum on Sustainable Development will focus on SDG11, DCAF has initiated a dedicated policy research project on urban safety.

DCAF further carried out and supported policy research on the role of SSG/R in **sustaining peace**, with an emphasis on the prevention of violent conflict. In anticipation of the high-level event on peacebuilding and sustaining peace that will be held under the Presidency of the UN General Assembly in 2018, DCAF initiated support for the Government of Slovakia in its role as co-chair of the UN Group of Friends of SSR, to prepare conceptual pieces on SSR and sustaining peace. DCAF also developed research on the promotion of good practices and lessons learned related to SSG/R and the prevention of violent conflict.

While DCAF continued to consolidate knowledge in its specific areas of expertise in 2017, it also expanded its body of knowledge on "new" or (re-)emerging global issues, often viewed as **"non-traditional" security threats**, which have implications for SSG/R and may call for specific reforms. In 2017, DCAF particularly advanced its policy research on the role of the security sector in preventing and responding to global health crises and addressing challenges that violent extremism poses within a framework of accountability, rule of law and respect for human rights.

DCAF further sought to broaden the knowledge of the international SSR community on **M&E** in SSG/R through policy-oriented research and guidance development. To enhance the understanding of policy-makers and practitioners of the conceptual basis for SSR programming, DCAF finalized research on methodological approaches to SSR-related evaluations and conducted research to identify patterns of theories of change and examine the validity of assumptions about causal mechanisms of change, based on a comparative analysis of SSR-related evaluations. In addition, DCAF further strengthened its RBM system as a means to learn from past experience and improve the performance of future programming, in an effort to contribute to substantive changes in the democratic governance of the security sector.

For a detailed overview of key activities by project/programme in 2017, see table III.10 in the Annex.

In addition, a number of projects/programmes had a focus on policy and research but were primarily aimed at assisting multilateral organizations or other multilateral platforms:

- Mapping the Approaches of Multilateral Organizations to SSR;
- Review of the Support of UN Peacekeeping Operations to Defence Sector Reform;
- Literature Review on the Integration of Ex-Combatants into the Security Sector;
- Support to the UN Group of Friends of SSR;
- Support to Developing a Coherent and Effective OSCE Approach to SSG/R;
- Promoting Ombuds Institutions for the Armed Forces.

For an overview of activities and outcomes realized under these projects/programmes in 2017, see the tables on multilateral organizations and other multilateral platforms in the Annex, as well as the corresponding sections in this report.

In the field of security governance, DCAF contributed to several key results at the outcome level through its support to international partners (see relevant sections in the report) and one key result in the area of policy and research in 2017. This result is summarized below.

DCAF's research and operational experience on the role of SSR in the prevention of violent conflict contributed to SSR being internationally recognized as an essential means for building resilient security and justice institutions and addressing key drivers of violent conflict.

- The preliminary report of the joint UN–World Bank study on the prevention of violent conflict (*Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*) included examples and lessons referenced in a research paper that was developed by DCAF on the nexus between SSG/R and the prevention of violent conflict. This is expected to reinforce the relevance of SSR and strengthen the relationship between SSR and the sustaining peace agenda.

Gender and Security

In 2017, DCAF further strengthened its role as a source of reference for gender and SSR through the development of **expert research products** on gender and security. DCAF continued developing guidance and collecting good practices on the governance and provision of security in a framework of gender equality, thereby contributing to a solid knowledge base for the advancement of SDG5 and SDG16. At the same time, DCAF sustained the wide dissemination and promotion of its handbooks, manuals and guides on gender equality and security, by organizing and participating in key training events and conferences with the aim of influencing and enriching policy debates on security.

DCAF further developed and maintained its outstanding competency in the area of gender and security through the following publications:

- *Gender Bias and the Law: Legal Frameworks and Practice from Bosnia and Herzegovina and Beyond.*

- *Prosecutors' Domestic Violence Handbook for Bosnia and Herzegovina.*

- *A Women's Guide to Security Sector Reform: Training Curriculum.*

In parallel to policy and research activities, DCAF supported national partners in promoting equal participation of women and men in the oversight, management and delivery of security services, with a geographic focus on sub-Saharan Africa, Eastern and Southeast Europe, and the Middle East and North Africa. Alongside support to national partners, DCAF maintained close cooperation with multilateral partners by supporting the development of knowledge products and by providing policy advice and training on gender and security, particularly with the UN, the OSCE and NATO.

In 2017, key priorities in the area of security and gender mainly involved **operational support**, such as support to Liberian border communities aimed at empowering women to meaningfully participate in SSG at the local level; assistance to the Senegalese armed forces and gendarmerie to implement gender policies by integrating gender courses into training curricula; the promotion of gender equality in the judicial system of Bosnia and Herzegovina; support to Ukraine in implementing the Council of Europe Convention on preventing and combating domestic violence and violence against women (Istanbul Convention); assistance to enhance the role of servicewomen in the Jordanian Armed Forces; support to strengthen the role and capacity of the GCC in the Palestinian security sector; capacity building of the Tunisian National League of Police Women and of female politicians active at local and regional levels in Tunisia, to enhance

the representation of women's security needs and interests in the management and delivery of police services and to foster more inclusive and gender-sensitive security policy-making; the provision of guidance to the UNDP in conducting a gender self-assessment in the Ministry of Interior Affairs of Afghanistan; support to the chair of the NATO Committee on Gender Perspectives; and assistance to the NATO Secretary General's Special Representative for Women, Peace and Security in facilitating the CSAP.

For a detailed overview of key activities by project/programme in 2017, see table III.11 in the Annex.

The following operational projects/programmes that supported national partners or multilateral organizations had a specific thematic focus on gender and security:

- Gender Bias Law School Curriculum Development (Gender and Justice Programme in Bosnia and Herzegovina);
- Domestic Violence Benchbook Institutionalization (Gender and Justice Programme in Bosnia and Herzegovina);
- Gender Trainer Development (Gender and Justice Programme in Bosnia and Herzegovina);
- Sexual and Gender-based Harassment Policy Implementation (Gender and Justice Programme in Bosnia and Herzegovina);
- NATO Trust Fund III – Enhancing the Role of Servicewomen in the Jordanian Armed Forces;
- Improving the Adherence of Palestinian Security Forces to CEDAW (Country Programme Occupied Palestinian Territories);
- Support to the Tunisian National League of Police Women (Country Programme Tunisia);
- Developing the Capacity of Women Politicians to Promote the Integration of Gender in Security Policies (Country Programme Tunisia);
- Human Security and Women's Participation in SSG/R in Border Communities of Liberia;
- Advancing Gender Equality in the Senegalese Armed Forces;
- Assessment of the Readiness of the Criminal Justice Sector in Ukraine to Implement the Council of Europe Convention on Preventing and Combating Domestic Violence and Violence Against Women (Istanbul Convention);
- Promoting Spaces for Dialogue among Women on Security Priorities in Colombia;
- Support to UNDP Afghanistan on a Gender Self-Assessment of the Ministry of Interior Affairs of Afghanistan;
- External Facilitation of the NATO Civil Society Advisory Panel on Women, Peace and Security.

For an overview of activities and outcomes realized under these projects/programmes in 2017, see the tables on support to national partners in the relevant regions and multilateral organizations in the Annex, as well as the corresponding sections in this report .

In the field of gender and security, DCAF contributed to several key results at the outcome level through its operational support (see relevant sections in the report) and one key result in the area of policy and research in 2017. This result is summarized below.

DCAF's support to the development of a law school curriculum on gender bias in the context of the Gender and Justice Programme in Bosnia and Herzegovina contributed to increased consideration of gender bias and of its effects on the application of law in legal education at universities in Bosnia and Herzegovina.

- Law professors at universities in Banja Luka, Sarajevo and East Sarajevo reported that they used the *Gender Bias and the Law handbook*, which was developed by a working group of law school professors from Bosnia and Herzegovina and an international expert with the support of DCAF, in the delivery of courses for law students. This mainstreaming of gender across the training curriculum is expected to contribute to more equal, independent and fairer delivery of justice in Bosnia and Herzegovina.

Business and Security

Over the course of 2017, DCAF continued its support to improving governance and oversight of the private security sector and management of security by the global extractive industry and other multinational corporations, through multi-stakeholder initiatives that bring together government, civil society and private security industry representatives to forge public-private partnerships that promote respect for human rights. DCAF also expanded its thematic activities in the field of good cybersecurity governance.

As an integral part of its work, DCAF further consolidated its body of **research** on challenges and opportunities in this field, through the production of high-quality publications that bridge the gap between policy and practice:

- "Contract Guidance Tool for Private Military and Security Services: Promoting Account-ability and Respect for Human Rights and International Humanitarian Law."

- A practical guidance tool on "The Role of Civil Society Organizations in the Good Governance of the Private Security Sector."

- A "Host Country Security Assessment Guide" and the accompanying "Host Government Engagement Strategy Tool", developed in partnership with the International Petroleum Industry Environmental Conservation Association (IPIECA) and the ICRC.

- The book, *Whose Responsibility? Reflections on Accountability for Private Security in Southeast Europe* and two sets of policy papers on "Designing New Policy Solutions to Better Private Security Governance" and "Emerging Issues in Private Security Governance."

While DCAF was actively engaged in policy research, its main activities in 2017 were linked to **operational support**, which was provided to national and international partners to ensure that private actors operate within a framework of the rule of law and respect for human rights and international humanitarian law. DCAF's assistance in the area of private security governance and business and SSR focused on the following key areas:

- Supporting the implementation of the Montreux Document on Pertinent Legal Obligations and Good Practices for States Related to Operations of Private Military and Security Companies during Armed Conflict, and the implementation of the International Code of Conduct for Private Security Providers (ICoC).

- Supporting the implementation of the VPs, especially good practices on addressing security and human rights challenges related to the operations of extractives companies.

- Promoting human rights-centred approaches to enhancing the governance of cybersecurity and the digital domain, including awareness-raising on governance and human rights challenges that Internet platforms may pose in the area of P/CVE.

DCAF support to private security sector regulation and oversight included the development and publication of a contract guidance tool for public and private clients of security services, based on good practices contained in the **Montreux Document**; the organization of the annual MDF Plenary; institutional support to the MDF in the role of its secretariat; and targeted national and regional outreach to build increased awareness of and support for the Montreux Document. DCAF's programming also supported the **ICoCA**, and the establishment and expansion of civil society observatory networks in Francophone and Anglophone sub-Saharan Africa to reinforce the oversight role of civil society and to strengthen the institutional capacity of the ICoCA to monitor PSCs through these CSOs. Finally, DCAF supported the regional and national implementation of international norms and good practices regarding private security governance, notably in Latin America and the Caribbean and in Liberia.

DCAF also supported implementation of the **VPs** at the local level, in particular through multi-stakeholder forums in Latin America, and promoted dialogue between different groups of stakeholders on security and human rights challenges and needs. In 2017, DCAF further expanded its portfolio in the field of business and human rights by initiating the implementation of activities to strengthen the capacity of police officers deployed in areas of oil and mineral resource extraction in Kenya to protect the operations of extractive companies with respect for human rights, and supporting the establishment of a regional VPs Working Group in the Macro Región Sur of Peru to enhance information sharing and communication between local government, extractive companies and civil society.

Finally, DCAF's support to promoting **good governance of cybersecurity and the digital domain** included outreach to and capacity building for national parliaments on the cyber dimension of SSG, support to the cyber security emergency response team of the Ministry of Interior of Serbia, and, in support of Switzerland and the United Kingdom, the organization of multi-stakeholder consultation meetings on strategic communications and social media aspects in preventing and countering radicalization leading to violent extremism and recruitment to terrorism in the framework of the GCTF, to develop the Zürich-London Recommendations on Preventing and Countering Violent Extremism and Terrorism online.

For a detailed overview of key activities by project/programme in 2017, see table III.12 in the Annex.

The following operational projects/programmes that supported national partners or other multi-lateral platforms had a specific thematic focus on business and security:

- Private Security Research Collaboration in Southeast Europe;
- Private Security Governance Observatories;
- Strengthening the Capacity of Public Security Forces Assigned to Areas of Extractive Operations in Kenya;
- Review of Private Security Legislation in Liberia;
- Strengthening Private Security Regulation in Latin America and the Caribbean;
- Improving Implementation of the Voluntary Principles on Business and Human Rights in Peru;
- Support to the Development of ICoCA;
- Support to the Outreach and Implementation of the Montreux Document.

For an overview of activities and outcomes realized under these projects/programmes in 2017, see the tables on support to national partners in the relevant regions and other multilateral platforms in the Annex, as well as the corresponding sections in this report.

In the field of business and security, DCAF contributed to several key results at the outcome level through operational support (see relevant sections in the report) and one key result in the area of policy and research in 2017. This result is summarized below.

DCAF's promotion of norms and good practices in P/CVE online, in the framework of the GCTF, contributed to the GCTF adopting a set of (non-binding) international standards and good practices for content-based and communications-based responses as well as overarching good practices for P/CVE online.

- At the 8th Ministerial Plenary Meeting in September 2017, states participating in the GCTF unanimously adopted the Zürich-London Recommendations on Preventing and Countering Violent Extremism and Terrorism Online, which were developed by DCAF. The Zürich-London Recommendations set international standards for governments regarding P/CVE on the Internet that are firmly grounded in respect for human rights and the principle of rule of law and identify comprehensive approaches and good practices for content-based and communications-based responses to P/CVE online. The adoption of the Zürich-London recommendations marked the first time an international group of states adopted guidance on effective and human rights-compliant P/CVE online.
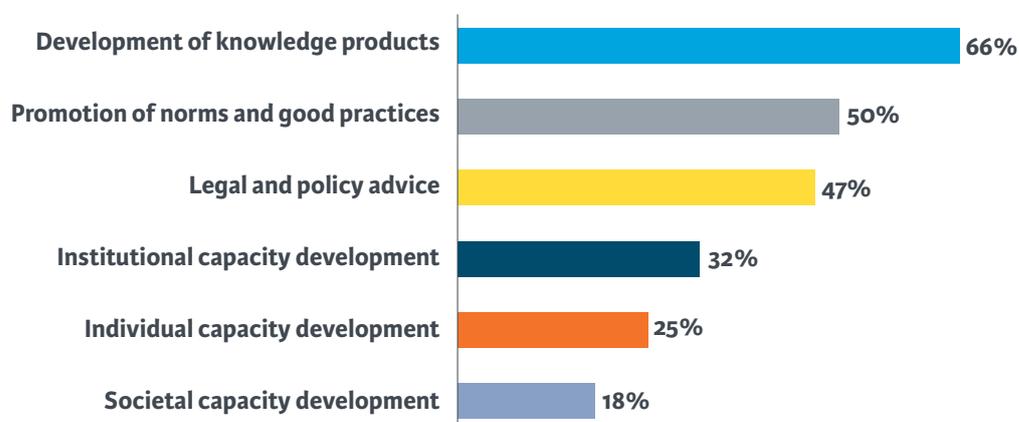
IV. COMPARATIVE ANALYSIS OF RESULTS

In 2017, DCAF contributed to a wide range of medium-term results across different regions and thematic priorities. This section presents a comparative analysis of key results, to offer a more nuanced understanding of how DCAF support, often in interaction with other stakeholders, acted as a catalyst for enhanced SSG through inclusive and participatory reforms. It provides insights into the most common types of medium-term results (outcomes) to which DCAF activities contributed in 2017 and sheds light on the areas in which DCAF support is having substantial positive effects. This comparative analysis concentrates on the results achieved along the four main activity lines specified in DCAF's corporate results framework:

- Creating knowledge products;

- Promoting norms and good practices;

- Providing legal and policy advice;

- Developing capacities at the individual, institutional and societal levels.

Identifying commonalities in the changes observed across the four activity lines, this section concludes with a summary of major trends in the immediate and intermediate outcomes to which DCAF contributed in 2017, according to its corporate results framework.

The findings of this comparative analysis should be interpreted with caution as a number of limitations apply to the comparison of results both along and across different activity lines. While the analysis explores relationships between results and individual activity lines, it does not make inferences about the relative effectiveness of specific activity lines.

Figure 5. Frequency of support along the different activity lines of the corporate results framework

Activity line	Percentage
Development of knowledge products	66%
Promotion of norms and good practices	50%
Legal and policy advice	47%
Institutional capacity development	32%
Individual capacity development	25%
Societal capacity development	18%

Note: The majority of projects and programmes undertaken in 2017 included assistance along more than one activity line, which is why percentages total over 100. While these figures are mostly based on information provided in monitoring reports, some adjustments were made for monitoring reports that did not accurately categorize support, in particular with regard to the distinction between different levels of capacity development.

As assistance along some activity lines is more common across the projects and programmes that were covered by corporate monitoring than others (see Figure 5 above), they are more likely to generate results, which distorts conclusions about the effectiveness of activity lines and does not allow for the generalization of findings. In addition, the development of knowledge products, such as mapping studies and institutional needs assessments, or the analysis of legislation, policies, rules and procedures is often essential to the planning and design of projects and programmes. As many knowledge products inform operational programming, they are the most common type of support provided by DCAF even though they do not necessarily produce results on their own.

As this comparative analysis demonstrates, support along different activity lines had a mutually reinforcing effect on a number of dimensions of SSG. However, the trends in results emerging from different activity lines identified in this section are not exhaustive, as the scope of changes that a given project or programme brings about varies significantly across time and space. Furthermore, not all the results that materialized in the past year are included in the comparative analysis, primarily for two reasons, explained below.

First, while some of these results emanated from relatively recent activities, others were the product of multiple years of assistance. As the time lapse between activities and results differs considerably across projects and programmes due to the diverse contexts in which they are implemented and because more external factors and influences are at play the further upstream from activities results emerge, DCAF recognizes that it is unrealistic to expect every project and programme undertaken in 2017 to generate results at the levels of immediate and intermediate outcomes. Thus, this comparative analysis does not represent DCAF's entire portfolio of projects and programmes.

Second, the synthesis of results presented here is based on information drawn from monitoring reports collected in the context of the 2017 corporate RBM cycle along with information on significant results that was not available at the time monitoring reports were collected but was fed into the review process of this report; however, DCAF contributed to the accomplishment of many more results than those described in this section, particularly at the output level. As DCAF's corporate monitoring focuses on medium-term results, only results that are of strategic importance and reflect progress beyond the output level are included in this analysis. In addition, DCAF often faced significant constraints to data collection, which did not enable the production of timely information on results to feed into corporate monitoring and the empirical verification of perceived changes in the delivery, management and oversight of security services.

In sum, the following methodological considerations need to be taken into account when interpreting the findings of the comparative analysis presented below:

- *Focusing on results at the outcome level (immediate or intermediate) rather than outputs.* While the portfolio of DCAF projects and programmes generated a multitude of outputs in 2017, only results that indicate changes at the outcome level are included in the comparative analysis.

- *Drawing on results presented in monitoring reports submitted for the 2017 reporting period (68 in total)*. The comparative analysis primarily covers results which were included in monitoring reports collected as part of the corporate monitoring process in 2017, supplemented by a few results that had not been observed at the time those monitoring reports were compiled but for which evidence was provided during the production of this report.

- *Recognizing that outcomes cannot be observed on an annual basis.* As it may take multiple years for changes at the outcome level to occur and there may be significant practical and political obstacles to data collection in a specific context, some projects and programmes that were implemented in 2017 are not represented in the comparative analysis.

- *Acknowledging that significant variation in the relative frequency of activity lines exists.* The effectiveness of each activity line cannot be assessed on the basis of this comparative analysis because some types of activities, such as the development of knowledge products or the promotion of norms and good practices, are more common than others and may be more likely to contribute to results in a given reporting period (year). Moreover, as support along the different activity lines is often interconnected and mutually reinforcing, it is difficult to determine the effectiveness of a specific activity line with any level of accuracy.
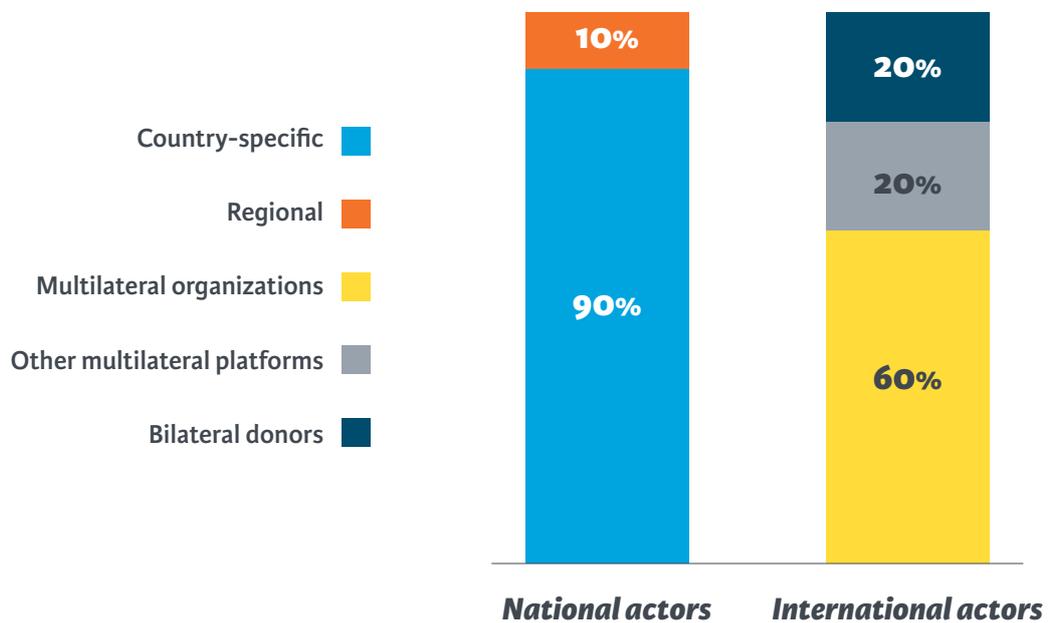
Figure 6. Proportion of projects and programmes according to main categories of support

- National actors
- International actors
- International policy and good practices
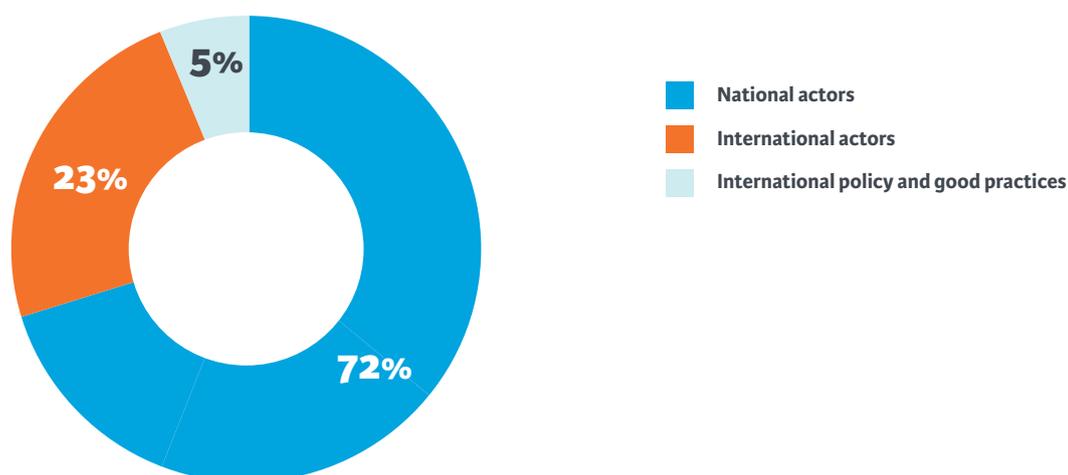
Note: The category of "national actors" includes support targeted at national stakeholders within the boundaries of a specific country or across different countries in a region with the same thematic focus. The category also covers assistance to transnational platforms that bring together representatives of national authorities and institutions from, and multilateral organizations based in, a particular region. The category of "international actors" includes support to international partners that provide assistance to national SSR processes, including member states of the ISSAT Governing Board (bilateral donor agencies) and multilateral organizations (multilateral donor agencies) at the global, regional and sub-regional levels. In addition, support to formal and informal multilateral platforms that bring together representatives of national authorities and institutions and multilateral organizations from across the globe also falls into the category of assistance to international actors. The category of "international policy and good practices" includes other DCAF activities that are primarily designed to produce research or guidance products that bridge the gap between policy and practice in the field of SSG/R.

In view of these limitations, the results documented in this section are only indicative of how DCAF support has contributed to progress towards more effective and accountable provision of security within a framework of democratic governance, the rule of law and respect for human rights. The majority of those results are a product of direct support to national partners, as this constitutes DCAF's principal engagement.

Figure 7. Support to national and international partners by geographic scope or type of institution

Country-specific

Regional

Multilateral organizations

Other multilateral platforms

Bilateral donors

10%

90%

20%

20%

60%

National actors　　**International actors**

Development of Knowledge Products

The first activity line of DCAF's corporate results framework refers to the development of knowledge products, such as policy research studies, policy briefs, handbooks, toolkits and other operational guidance products, generic training manuals and curricula, almanacs on issues related to the security sector, web-based software applications, and online information platforms, databases and other knowledge portals. With the development of knowledge products, DCAF seeks to bridge the gap between policy and practice, fill knowledge voids on particular dimensions of SSG and build empirical evidence for the planning and design of projects and programmes as well for the provision of legal and policy advice.

Knowledge products are primarily aimed at increasing the knowledge of national and international partners on trends, challenges and emerging issues related to SSR; providing practical guidance on how to undertake or support inclusive and participatory SSR processes that are in line with fundamental principles and norms of SSG/R; promoting lessons learned and good practices of SSR; and enhancing the understanding of challenges to and opportunities of SSR in a specific national context.

As knowledge products are central to ensuring that DCAF's assistance to national and international partners is evidence-based, context-specific and sustainable, this activity line often has a multiplying effect on outputs and immediate outcomes that emanate from other activity lines, rather than yielding distinct results on its own. In general, results stemming from the creation of knowledge products are measured by the extent to which they have been used by national and international actors and their use has contributed to enhanced SSG.

Over the course of 2017, a number of knowledge products developed by DCAF generated tangible results. These results are summarized below.

DCAF's knowledge products have contributed to enhancing the training initiatives of national and international partners to foster the rule of law, human rights and democratic governance of the security sector.

- For example, law professors at universities in Banja Luka, Sarajevo and East Sarajevo used the handbook, *Gender Bias and the Law: Legal Frameworks and Practice from Bosnia and Herzegovina and Beyond*, which a working group of law school professors from Bosnia and Herzegovina developed with the support of DCAF, in the delivery of courses for law students. The use of the handbook to raise awareness among law students of manifestations of gender bias in the law and in the application of law, as well as the adverse effects these biases may have on the administration of justice, is expected to contribute to reducing gender-based bias and discrimination in legal practice in Bosnia and Herzegovina.

- In addition, DCAF's knowledge products were fundamental to reinforcing the efforts of multilateral organizations to effectively train national partners and their own staff on issues related to SSG/R. For instance, the NATO Advisory and Liaison Team in Kosovo used the DCAF-ODIHR *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* to conduct capacity-building seminars for personnel responsible for the provision of security in Kosovo[6], to increase their knowledge of policies and mechanisms to promote and protect the human rights and fundamental freedoms of military personnel.

- At the same time, DCAF's support to the OSCE in developing guidelines on SSG/R contributed to the OSCE delivering a new training curriculum on SSG/R, which the organization developed in cooperation with FBA, to staff of field operations in Bosnia and Herzegovina, Macedonia and Serbia. Training sessions were held by SSG/R focal points of the OSCE, who had been trained on the new training curriculum by FBA and the OSCE. Moreover, these SSG/R focal points used the guidelines on SSG/R in the organization of regional trainings, study visits, and awareness-raising workshops on combating drug and human trafficking and on enhancing criminal justice cooperation in the fight against cybercrime.

DCAF's knowledge products have contributed to effectively informing the efforts of national partners to advance the legal and institutional alignment of their security sectors with international norms and good practices as well as the development of new legislation, policies and institutional structures.

- For example, parliamentary staff serving the committee on internal affairs and security of the Assembly of Kosovo used the DCAF Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector and the DCAF *Handbook on Gender and Complaints Mechanisms* in the development of a questionnaire to determine the gender-responsiveness of the country's security institutions. Members of the committee subsequently used the questionnaire to assess the level of gender equality within relevant security institutions. The results of the questionnaire are intended to inform the development of measures to improve women's working conditions and to provide equal opportunities for career development in the security sector.

- In the Western Balkans, experts of the Ministries of Interior and border police services of Albania, Bosnia and Herzegovina, Macedonia[7], Moldova, Montenegro and Serbia used the Schengen Self-Evaluation Module that DCAF developed to familiarize themselves with EU legislation, in particular with legal changes implemented to reinforce checks against relevant crime-related databases at external Schengen borders in order to identify foreign terrorist fighters and prevent terrorist attacks.

[6] The Assembly of Kosovo 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 publication of this report, 25 member states do not, and continue to refer to Kosovo in the framework of UN Security Council Resolution 1244.

[7] Referred to for all purposes within the EU, NATO, the OSCE and UN as "the former Yugoslav Republic of Macedonia".

- In Ukraine, the findings of a joint assessment of the criminal justice system's response to violence against women and domestic violence, which DCAF and La Strada-Ukraine conducted, served as the main source of information for a national advocacy campaign to accelerate the ratification process of the Istanbul Convention that was launched by the local office of Amnesty International. Ratification of the Convention is expected to contribute to the establishment of legal mechanisms to improve the prevention, protection against and prosecution of violence against women.

- Similarly, DCAF's methodological support to a nationally-led gap analysis on the democratic governance of intelligence services in Macedonia translated into the implementation of several recommendations to enhance the accountability and oversight of the intelligence sector. Among other recommendations to improve human resource management and financial controls of the two intelligence services in the country, the Government of the Republic of Macedonia started implementing a recommendation to divest the security-intelligence service of its technical capacity to intercept communications, by initiating the process for drafting legislation to create an independent Operational Technical Agency to which the interception capacity of the intelligence agency will be transferred to help prevent illegal wiretapping.

DCAF's knowledge products have contributed to improving the strategic planning and design of initiatives of national and international partners to strengthen respect for human rights in the delivery of security services and promote good governance of the security sector.

- For instance, the VPs Regional Working Group in the Macro Región Sur of Peru used information from the study report on security and human rights challenges arising from extractive operations in the region developed by DCAF, to formulate a VPs implementation plan. The plan lays out practical objectives and concrete steps to address the challenges identified in the study report, clearly defines the roles and responsibilities of extractive companies, local government and civil society in the implementation process, and sets out measures for monitoring and follow-up in order to track progress on the plan.

- As far as support to international partners is concerned, the EU Advisory Mission in Ukraine relied on the findings of an assessment of the criminal justice response to violence against women and domestic violence, developed by DCAF in cooperation with La Strada-Ukraine, to draft an internal concept note for a project to enhance the capacity of police and the judiciary to combat violence against women.

- In addition, DCAF's development of risk mitigation guidelines for the IDB in the context of Switzerland's assistance to SSR and violence prevention in Honduras contributed to the IDB's use of these guidelines to conduct risk assessments for citizen security programmes in Argentina.

- Similarly, SSG/R focal points within the OSCE were able to better integrate norms and good practices of international support to SSR into the planning, design and implementation of a wide variety of projects by using information from the guidelines on SSG/R that the organization developed with the support of DCAF. This included efforts to undertake more comprehensive needs assessments, the development of a pilot project lasting beyond one fiscal year to support a more sustainable approach to SSG/R, and the adoption of more cross-dimensional approaches to SSR through the support of public-private partnerships in the fight against corruption in the security sector.

Enhancing gender equality in the judiciary system of Bosnia and Herzegovina

The Challenge

Violence against women and gender-based discrimination are endemic in societies around the world. Such gender inequalities have profoundly harmful consequences to the rights of individuals and the health of institutions. Although clearly prohibited according to national law, gender-based discrimination and violence continue to be pervasive in Bosnia and Herzegovina. An analysis of sentencing in domestic violence criminal proceedings conducted by the OSCE in 2011 found that the Bosnian judicial system was not properly applying domestic violence laws, with prosecutors indicting alleged offenders with less severe charges and judges sentencing convicted perpetrators below the minimum standards, as well as failing to revoke probation for reoffenders as required by sentencing guidelines.

DCAF's Response

In 2013, DCAF partnered with the Atlantic Initiative, a Bosnian-based security and justice research centre, to initiate a comprehensive programme to enable the Bosnian judicial system to better respond to violence against women and domestic violence. This programme included developing two reference tools, one for judges to use when adjudicating domestic violence cases, and one for prosecutors. DCAF also sought to engage with judicial officials to prevent sexual and gender-based harassment (SGBH) within their workplace and to build the capacities of officially accredited trainers at the Centres for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina and the Republika Srpska, to deliver training courses to legal practitioners on domestic violence, gender bias and SGBH. This comprehensive approach sought to enhance the legal dimensions, the individual staff capacities, and the attitude of staff responsible for appropriately responding to gender-based discrimination and violence in the judicial system in Bosnia and Herzegovina.

Key Results

There has been notable progress in the response of the judicial system in Bosnia and Herzegovina to domestic violence and to preventing SGBH within judicial institutions. Judges and prosecutors now have access to tools that allow them to respond better to domestic violence cases, in line with national law and international standards and good practices. The use of these tools has contributed to judges imposing more custodial sentences against convicted domestic violence offenders in the period between 2015 and 2017, thereby preventing further harm for victims.

Judicial professionals are also now considerably more aware of the tools available to them to respond to SGBH in the workplace, and they are much more likely to use them before DCAF began its support. In particular, members of the judiciary are more likely to report and address cases of SGBH since the introduction of the new SGBH policy, which was developed with the support of DCAF in 2015. Moreover, a number of gender trainers who were trained on the delivery of curricula on domestic violence, gender bias and SGBH have successfully applied their skills and knowledge to contribute to the capacity building of judges and prosecutors to respond to gender-related offences.

Overall, early signs indicate that the judiciary's response to domestic violence and SGBH has improved and that laws are being applied in line with international judicial standards and practices.

DCAF's knowledge products have contributed to the adoption, further promotion and application of good practices on human rights and gender equality in security provision at the national level, and the formulation of international policies and good practices for sustaining peace at the international level.

- For example, the ombudsman of Senegal used his participation in a national workshop in Côte d'Ivoire to explore the option of establishing a specialized military ombuds institution in that country as an opportunity to share good practices to protect the human rights of armed forces personnel by delivering a presentation on the role and activities of ombuds institutions in Africa, based on a mapping study of ombuds institutions in Francophone sub-Saharan Africa that was developed by DCAF. The creation of an ombuds institution is expected to help address grievances and tensions between various factions of the armed forces in Côte d'Ivoire.

- In Bosnia and Herzegovina, the HJPC officially endorsed both the judicial benchbook on domestic case evaluation and sentencing and the accompanying practice guide on domestic violence that were developed by a working group of judges with the support of DCAF. The HJPC subsequently made these documents available on its website and through the electronic court management system, thereby implementing a recommendation from a set of revised proposals presented in November 2016 to the HJPC by a group of judges who had participated in DCAF-led working groups to develop the practice guide. While the benchbook and practice guide were only adopted as official resources at the end of 2016, the use of both guidance products by judges across Bosnia and Herzegovina, in particular the benchbook that had already been finalized by 2015, contributed to tangible first changes in the adjudication of domestic violence cases. In a progress assessment carried out last year by the AI, DCAF's local partner, a majority of judges who were interviewed reported that they more frequently used custodial sentences and increasingly considered other forms of evidence, such as testimonies of neighbours and medical findings, in cases where victims did not testify. However, they also noted that many challenges in judicial practice persist and said that more efforts are needed to better align court rulings in cases of domestic violence with international standards and good practices.

- At the international level, DCAF's research on the nexus between SSG/R and the prevention of violent conflict, in support of the UN agenda for sustaining peace, fed into reflections on new policy directions and guiding principles to reorient both multilateral and bilateral instruments for development assistance and peacebuilding towards the prevention of conflict. The preliminary report of the joint UN-World Bank study on inclusive approaches to preventing violent conflict included examples and lessons presented in a DCAF research paper on how SSG/R contributes to avoiding the occurrence and recurrence of violent conflict.

Promotion of Norms and Good Practices

The second strand of DCAF activities consists of the promotion of norms and good practices, for which the main vehicles are awareness-raising and outreach activities, including workshops, presentations, policy seminars and media campaigns, as well as multi-stakeholder dialogues. The purpose of promoting norms and good practices is to transform perceptions of good professional practice and to change the behaviour of national and international partners that contribute to SSG in different national contexts.

The promotion of norms and good practices among national partners mainly focuses on the diffusion of democratic norms and human rights, norms of cooperation and reciprocity, and principles of good governance, such as transparency, accountability, responsiveness, effectiveness and efficiency, gender equality and the rule of law. These activities are aimed at changing the values, beliefs and attitudes of personnel responsible for the management, delivery and oversight of security services; shifting collective expectations of the proper behaviour of security actors with a given role and function; and fostering security policies and practices that

are consistent with approaches and methods that have proven to be effective in enhancing the governance of the security sector across different contexts. In addition, activities such as multi-stakeholder dialogue may also create political buy-in and a sense of local ownership of reform processes.

Among international partners, the promotion of norms and good practices primarily focuses on the circulation of fundamental norms and principles for international support to SSR, including accountability, coordination, national ownership, gender equality and the adoption of people-centred and whole-of-government approaches. Activities to raise awareness among international partners of norms and good practices are designed to alter the reasoning and professional dynamics of SSR practitioners and policy-makers; harmonize international practices of SSR assistance, foster synergies, and reduce duplication and fragmentation; and enhance the integration of key principles of SSR into donor policies and institutional frameworks.

In general, the successful promotion of norms and good practices is measured by indicators illustrating that these norms and good practices are increasingly accepted as new standards for appropriate behaviour and are translated into regular changes in the behaviour of national and international actors. These include metrics such as the level of cooperation between different stakeholders; the extent to which the norms and good practices promoted by DCAF are institutionalized in laws, policies and procedures; the extent to which actors comply with these norms and good practices; and levels of participation in legally- or politically-binding multi-stakeholder initiatives that set normative standards for enhanced SSG.

DCAF's promotion of norms and good practices was expressed in a number of tangible results in 2017. These results are summarized below.

DCAF's promotion of norms and good practices has contributed to increased cooperation and inclusiveness in the governance of the private security sector at the national level, the fight against organized crime at the regional level and the management of multilateral assistance for SSR at the international level.

- For example, DCAF's support in Serbia to create space for dialogue among CSOs, the government and the private security industry and to strengthen the role of civil society in the governance of the private security sector played an important role in increasing the readiness of national stakeholders, who are central to the oversight and regulation of the private security sector, to engage with the BCSP. The positive and trustful relationships that the BCSP established with key stakeholders enabled the think tank to hold bilateral meetings with representatives of important private institutions, such as the President of the Association of the Serbian Private Security Managers and the director of the Serbian Center for Risk Analysis and Crisis Management. Members of the BCSP used this opportunity to advocate for specific measures to address, among other issues, the delay in the completion of PSC licensing, which was defined as a regulatory requirement in the national private security law.

- In Mali, the President of the National Human Rights Commission initiated a first-ever network between the commission and CSOs, following exposure to norms and good practices on civil society engagement in private security governance, promoted by DCAF and the steering committee of the private security governance observatory network for Francophone Africa, at a regional workshop for members of civil society in the country, held by DCAF. The network is aimed at increasing their leverage on the government and facilitating coordination and information-sharing between the Commission and civil society. As a follow-up, a member organization of the private security governance observatory met with the National Human Rights Commission to discuss the development of a civil society consultation group on private security governance, to more effectively contribute to public discourse on the private security industry in the country.

- Along similar lines, the promotion of norms and good practices by DCAF and its project partner UNLIREC in Costa Rica provided the impetus for a public statement by the national private security regulatory body and representatives of private security industry associations and companies

asserting their intent to significantly reduce the numbers of SALW held by PSCs as well as the joint organization of a public destruction of PSC weapons that marked a first in both the country and in Latin America. This concerted effort represented a significant shift away from previous approaches to private security regulation in the country.

- In the Western Balkans, DCAF's promotion of EU norms and good practices in tracing and arresting internationally wanted criminals translated into increased cooperation between FAST units within the police services of Macedonia and Montenegro and relevant bodies of police services from EU Member States, based on their acceptance as observers to the ENFAST platform. In Montenegro, effective collaboration between domestic law enforcement agencies and counterparts from EU Member States in the search for fugitives though ENFAST led to the successful arrest and extradition of one wanted criminal as well as a pending extradition process for another. Similarly, the Governing Board of EUCARIS took the decision to allow Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia to join the network as third parties if certain conditions are met, following DCAF's regular engagement to raise awareness on the importance of providing access to the system for non-EU Contracting Parties to the PCC SEE. The connection of the national vehicle registration and driving licence information databases of Western Balkan states to EUCARIS is essential to ensuring the effective implementation of the EU-oriented framework for automated data exchange in the PCC SEE region, which the Contracting Parties of the convention were developing over the course of 2017. In addition, DCAF's promotion of norms and good practices in the area of border management was crucial to reinforcing the exchange of information between border police services in the Western Balkans and the EU. Based on DCAF's outreach activities, Europol provided border police services in the Western Balkans access to its Secure Information Exchange Network Application, enabling these agencies to feed operational information (including personal data) into relevant international police channels.

- In terms of support to international partners, DCAF's longstanding promotion of norms and good practices of SSG/R within the OSCE contributed to the decision to convene the first-ever joint meeting on SSG/R between the Forum for Security Cooperation and the Permanent Council of the OSCE, to be held in February 2018. This marks a significant shift from past practice and from the prevailing notion that SSG/R is only a part of the politico-military dimension. By choosing to discuss SSG/R-related issues in a joint meeting, the OSCE acted upon a recommendation made in a mapping study on the role of the OSCE in SSG/R that DCAF developed in 2014.

DCAF's promotion of norms and good practices has contributed to national partners acting as agents of change and moving reforms forward in the areas of private security and gender equality, and to an increasing acceptance that international standards be adhered to in private security governance.

- For instance, DCAF's promotion of norms and good practices on private security governance across sub-Sharan Africa contributed to an increasing number of CSOs joining the private security governance observatory network for Francophone Africa, which DCAF established to foster exchange of ideas, share information and good practices and reinforce the capacity of CSOs to monitor the private security industry. In 2017, the network grew from 25 civil society member organizations from nine different countries to 40 organizations from 21 countries in sub-Saharan Africa. This increasing participation of CSOs from across the region is expected to strengthen the role and capacity of civil society in overseeing and regulating the private security industry in their home countries. DCAF's promotion of norms and good practices was amplified by outreach activities undertaken by the steering committee of the private security governance observatory network for Francophone Africa and other member organizations of the observatory, which promoted the network and its online platform at various regional conferences throughout 2017. The steering committee and member organizations of the observatory also used these conferences to actively promote norms and good practices on private security oversight and regulation to which they were exposed through DCAF support, and to seek acceptance of these norms and good practices among state and non-state actors across Africa by holding presentations and engaging with multiple stakeholders. Beyond regional conferences, member organizations of the

observatory raised awareness on norms and good practices for the management and oversight of private security services at two national dialogues on private security regulation and human rights in Senegal and Côte d'Ivoire.

- In Albania, the CSO IDM, which DCAF supported in the development of research studies on the private security sector, took the initiative to organize a multi-stakeholder roundtable to promote norms and good practices on private security governance to which it was sensitized through engagement with DCAF, as well as to share the findings and recommendations of the research it had conducted. The roundtable brought together public and private actors who are central in the implementation of private security regulation in Albania to discuss priorities and challenges related to the implementation of the national private security law (Law 75/2014) and the public procurement of private security services.

- In Peru, the local PSC Seguroc applied for membership to the ICoCA, following DCAF's promotion of norms and good practices on private security governance at an executive seminar organized in the country. This demonstrates the company's commitment to comply with the fundamental principles and standards of human rights and humanitarian law articulated in the ICoC.

- In the field of gender and security, DCAF's support to enhancing the responsiveness of security services in Liberian border communities to the needs of the entire population, through community dialogue and the broadcasting of radio messages on gender and security, led police officers in Grand Cape Mount County to launch a community security programme on a local radio station to explain their work to the local community and illustrate how community members can become involved in policing. Moreover, in Bong County, community leaders decided to further sensitize communities to SGBV by holding regular town hall meetings to explain what actions constitute SGBV and to raise awareness on the rights of residents, following the conclusion of DCAF's awareness-raising workshops and radio talk shows and spots on the subject, which were broadcast in the County in 2016. The community-based organizations with which DCAF partnered agreed to support the meetings and also be more involved in mediation with victims, families and traditional leaders in cases of SGBV.

- At the international level, DCAF's promotion of standards and principles set out in the ICoC contributed to four new CSOs, from Nigeria (three) and China (one), becoming members of the ICoCA. In joining ICoCA, these organizations will help to promote and protect human rights and strengthen the rule of law by working with industry and government representatives to identify best practices to improve the effectiveness of regulation and increase accountability of the private security sector, support the monitoring of member companies' performance against the ICoC and ensure that the concerns and needs of communities affected by private security services are taken into account.

DCAF's promotion of norms and good practices has contributed to national and international partners adopting international standards and good practices and embedding international norms in legal, policy and institutional frameworks to enhance SSG at national, regional and global levels.

- For example, in Kosovo, following exposure to norms and good practices regarding gender equality and career development in the security sector at a roundtable dialogue organized by DCAF in late 2016, the Deputy Chairperson of the parliamentary committee on internal affairs and security initiated a consultation meeting between members of the committee and stakeholders from across the security sector to discuss options to strengthen support to women in uniform in the security sector. The meeting led to the establishment of an informal network of women working in the Kosovo security sector, which serves as a platform for dialogue on gender equality within and across security institutions and their line ministries. By engaging with high-level officials from various security sector institutions to identify and address challenges that women in the security sector face, and to provide advice in the creation of affirmative policies related to the recruitment, promotion and retention of female personnel, the network has been an effective engine of

change. The numerous meetings held by the network with different security institutions throughout 2017 resulted in the decision of the Kosovo Police to increase the number of women represented in promotion boards, affirmative action by the Police Inspectorate to recruit more women in an upcoming recruitment campaign, and a pledge by the Prime Minister for a special budget to advance gender equality in the security sector.

- Similarly, in the Occupied Palestinian Territories, the promotion of norms and good practices to advance gender equality in the security sector, through workshops organized by DCAF in partnership with the GCC, prompted the Palestinian Civil Defence to establish a gender unit to enhance gender mainstreaming within the agency and support the implementation of gender-related strategies, guidelines and procedures.

- In Mali, the National Police and Gendarmerie, which had previously been developing distinct community policing models and methods, adopted an agreement on guiding principles for a common community policing model that can be tailored to specific local contexts, based on DCAF's activities to align the efforts of these two law enforcement agencies and to raise awareness on the importance of introducing a unified approach to community policing at the national level. Following the adoption of the guiding principles, the Ministry of Internal Security and Civil Protection invited mayors from Bamako and surrounding areas to discuss the implementation of community policing in their communities.

- In Liberia, the multi-stakeholder working group that was tasked by the Ministry of Justice with formulating a revised private security law developed a comprehensive law that includes provisions to protect human rights in accordance with norms and good practices in the Montreux Document and the ICoC. At several stages in the drafting process, members of the working group relied on the norms and good practices enshrined in the Montreux Document and the ICoC, promoted by DCAF in a parallel multi-stakeholder workshop and its legal advice, which were integral to resolving how certain issues should be addressed in the draft law. Moreover, the working group drew on a mapping study of the national private security industry, which a group of civil society representatives developed under DCAF guidance, to inform the development of provisions that respond to challenges identified in the study, address the needs of the public and reflect on the required supporting regulatory framework.

- In addition, the private security regulatory body of Guatemala integrated elements of the ICoC into its training courses for PSC directors and private security guard instructors in reaction to DCAF's promotion of principles and standards for the responsible provision of private security services. This is expected to enhance the quality of training offered for industry representatives in Guatemala and increase respect for human rights by personnel of PSCs.

- At the regional level, DCAF's promotion of norms and good practices in the context of support to regional police cooperation in Southeast Europe paved the way for development of the legal and technical documents necessary to establish an EU-oriented framework for automated exchange of DNA profiles, fingerprints and vehicle registration data among Contracting Parties to the PCC SEE, which were finalized in the last year. A set of draft legal agreements and user manuals related to the use of communications infrastructure were disseminated to relevant ministries through diplomatic channels, and Contracting Parties initiated internal procedures to obtain official mandates for negotiation of the EU-oriented framework for the automated exchange of data. By December 2017, Austria, Bulgaria, Hungary, Moldova and Serbia had obtained a mandate.

- Furthermore, the promotion of norms and good practices was crucial to achieving the drafting of an Implementing Agreement on Data Protection in order to ensure the adequate protection of the right to privacy in the exchange of information between law enforcement agencies of PCC SEE Contracting Parties. Effective implementation of the procedural act is expected to contribute to the more secure and accountable transfer of personal data in the PCC SEE region. Moreover, police services from Bosnia and Herzegovina and Serbia each established a joint investigation team with counterparts from an EU Member State, following exposure to norms and good practices in the fight against transnational organized crime promoted by DCAF.

- Regarding the promotion of norms and good practices at the global level, DCAF support laid the foundation for the strengthening of procurement policies and procedures for private security services by governments and multinational companies. The Government of Canada, which joined the ICoCA in 2016 following regular engagement by DCAF to encourage its participation in the multi-stakeholder initiative, announced that it gives ICoCA member companies preference in its public procurement processes for private security services, in conformity with the principles and good practices of the ICoC. Likewise, the Government of Australia, which became a member of ICoCA in 2013, updated its procurement practices to require ICoCA membership for certain categories of private security provision, based on DCAF's outreach throughout 2017. Finally, following meetings in which DCAF raised awareness on the role of ICoCA as an international regulatory instrument for private security services, a number of businesses made changes to their policies and practices for contracting PSCs, with the support of DCAF, requiring compliance with the principles and standards of the ICoC or ICoCA membership. Most notably, Tullow Oil published a request for business proposals that required PSCs to obtain ICoCA membership within one year of being awarded the contract, and Philipp Morris International published provisions for procuring private security services which prescribe the contracting of ICoCA member companies only.

- In a similar vein, DCAF's promotion of norms and good practices through ICOAF reinforced the role of ombuds institutions for armed forces in international peace support operations. In response to the 2016 ICOAF, which highlighted limitations in the mandate and activities of ombuds institutions with regard to the protection of human rights of armed forces personnel and local populations in the context of international missions, the Serbian ombudsman started developing guidelines for conducting inspection visits to Serbian troops stationed abroad. In addition, the ombudsman of Georgia conducted his first-ever visit to armed forces personnel overseas, visiting the Georgian military contingent in Afghanistan. In Germany, the Bundestag welcomed the recommendation of the Parliamentary Commissioner for the Armed Forces to develop common standards for overseeing the armed forces in international missions, based on the positive experience of the German-Dutch visit to military personnel deployed in Mali on the occasion of the 2016 ICOAF. The commissioner subsequently started exploring options for joint inspection visits to EU and NATO military missions and operations in an effort to scale up mechanisms for the protection of the human rights of both armed forces personnel and civilian populations in mission host countries, in line with good practices promoted by DCAF.

- In the framework of assistance to the GCTF, DCAF's promotion of norms and good practices for content-based and communications-based responses to P/CVE online contributed to the unanimous adoption of the Zürich-London Recommendations by states participating in the GCTF. The adoption of these recommendations marked the first time an international group of states has embraced international standards to ensure that P/CVE efforts on the Internet uphold human rights and the rule of law.

Promoting ombuds institutions for the armed forces

The Challenge

A series of allegations of sexual exploitation and abuse as well as other forms of misconduct by military personnel deployed in international peacekeeping missions has made the headlines in recent years, putting into question the credibility and moral integrity of these missions. While these abuses severely undermined the trust bestowed on peacekeepers by the local populations they are mandated to protect, they have generally been treated with impunity. In many of these missions, a lack of accountability, discipline and respect for the human rights of peacekeeping personnel enabled these abuses to occur. Ombuds institutions are an important instrument to enhance oversight of the military and increase protection of human rights through their function to receive and investigate complaints and formulate recommendations for corrective action. Despite the increasing involvement of military personnel in international missions, ombuds institutions have engaged little with soldiers stationed abroad, further contributing to a culture of impunity for human rights violations to persist.

DCAF's Response

Amid these highly publicized allegations of misconduct by peacekeepers worldwide, DCAF and the oversight bodies of the armed forces of the Netherlands sought to address the lack of oversight of military personnel in international missions at the annual meeting of the International Conference of Ombuds Institutions for the Armed Forces (ICOAF) in 2016. DCAF initiated ICOAF in 2009 to gather representatives of ombuds institutions from around the world to establish best practice and lessons learned related to the mandate, powers and functioning of these institutions. At ICOAF in 2016, DCAF facilitated dialogue between ombuds institutions to share their experiences and good practices in visiting soldiers stationed abroad, and to illustrate how oversight has improved service conditions and morale in these missions.

Key Results

Following discussions at the 2015 ICOAF, and in preparation for the 2016 ICOAF, the National Ombudsman of the Netherlands and the Inspector General for the Royal Netherlands Armed Forces, together with the German Parliamentary Commissioner for the Armed Forces developed an innovative approach to conduct monitoring visits to military personnel deployed overseas. As visits abroad can be costly and logistically complicated, the Dutch and German oversight bodies pooled their resources, sharing equipment and transportation, to visit their troops supporting the UN mission in Mali. This first-ever joint visit resulted in the Dutch national ombuds institution receiving its first complaints from soldiers stationed abroad, primarily pertaining to their service conditions. At the same time, German service members lodged a number of complaints with the Parliamentary Commissioner regarding the clothing troops were supplied, which they described as inappropriate for the conditions in Mali, as well as the inadequacy of French language training meant to prepare personnel to engage with locals. Recommendations were made to the Ministry of Defence to resolve these problems in an effort to enhance the service conditions of German soldiers and improve their interaction with the Malian population. The joint visit proved to be so successful that in 2017 both countries continued to examine ways to repeat such visits, and increase cooperation more formally in international missions by developing common complaints standards or a complaints referral tool for complaints that are between personnel from different countries.

In addition, following the 2016 ICOAF, several ombuds institutions have been exploring how they could undertake their first visits to soldiers serving abroad. The Public Defender's Office of Georgia conducted its first monitoring visit to military personnel based in Afghanistan in 2017.

Provision of Legal and Policy Advice

The provision of legal and policy advice to national and international partners constitutes the third activity line of DCAF's corporate results framework. Advice that DCAF provides often draws on empirical evidence generated through targeted policy research or comparative studies, as well as the centre's vast practical experience in programming across different regions and contexts. One of the main purposes of advisory support to national partners is to ensure that security institutions operate within a clear legal and institutional framework that defines their roles, mandates and the hierarchy of authority between them, the legislature and the executive.

At the national level, this typically involves the provision of technical expertise and practical guidance in the form of recommendations and drafting instructions, reviews of existing policies and legislation, or commentaries on draft texts to enable national actors to develop or revise the legal, regulatory and policy frameworks that govern the security sector in line with international standards and legal obligations. Advisory activities are generally designed to ensure that the laws and policies in place clearly prescribe the responsibilities and functions of security institutions; clarify the role of parliament and other oversight bodies in scrutinizing security policies and practices; outline the institutional structure of the security sector architecture, including decision-making and competencies of the executive; and regulate the authorization procedures for administrative and operational activities.

In the context of assistance to international partners, advisory activities are typically aimed at improving the conceptualization, planning and conduct of assessments for SSR support activities; enhancing the design of programmes based on key SSR principles and good practices; strengthening policy frameworks and strategies for international support; and improving the planning, management and conduct of evaluations.

Measuring the success of legal and policy advice entails assessing the extent to which legal, policy and institutional frameworks have been developed or revised in line with DCAF input. Another indicator is the quality and scope of decisions taken to implement newly created or revised laws, policies and institutional structures.

By providing legal and policy advice, DCAF contributed to several results in 2017. These results are summarized below.

DCAF's advisory support has contributed to the development or amendment of national legal frameworks to enhance the democratic governance and accountability of police, the private security industry and the defence sector.

- For example, in Kosovo, an inter-governmental working group, which the Office of the Prime Minister established following a 2016 roundtable dialogue held by DCAF on regulating the assignment of security attachés, drafted a government regulation on the deployment of security attachés that includes provisions which reflect DCAF's legal advice in the drafting process. This regulation harmonizes the deployment of security attachés with existing legislation at the national level and with international obligations under the Vienna Convention on Diplomatic Relations, provides for increased cooperation and communication between relevant ministries and ensures a more coherent approach to the diplomatic ranking of security attachés. In December 2017, the Prime Minister of Kosovo adopted the regulation, the implementation of which is expected to contribute to the enhanced democratic control of security attachés.

- In Palestine, DCAF's support in drafting a new law governing the Civil Police, in the form of recommendations developed on the basis of a series of multi-stakeholder consultations and assistance to the legal adviser to the President of the Palestinian Authority, contributed to the development and adoption of a new law that is in line with international legal obligations and standards for the democratic governance of police services. In particular, the Police Law more clearly defines the mandate of the Civil Police, and it includes provisions on the civilian character of the institution that are linked to recommendations that emerged from consultations with state and non-state actors organized by DCAF in 2016.

- Similarly, the Ministry of Public Security of Madagascar, which is responsible for the management of the IGPN, developed a draft law regulating the functioning and organization of the IGPN in line with recommendations presented in the audit/assessment of the Inspectorate that was produced by DCAF. The draft law includes provisions regulating procedures of the IGPN, including referral mechanisms to report allegations of misconduct by police officers.

- In South Korea, a group of parliamentarians, in close cooperation with the NHRCK, developed a new draft law to expand the Commission's mandate and powers to oversee the armed forces. This draft law is based on a legal proposal that was submitted to parliament in 2016 following South Korea's first-ever participation in ICOAF, but it had not undergone parliamentary debate due to the political corruption scandal in the country that led to the impeachment of the former president and new elections. In line with policy advice provided by DCAF during consultations with parliamentarians and the Commission throughout 2017, members of parliament decided to strengthen the legal basis for the Commission's oversight of the armed forces rather than develop a draft law for the creation of a specialized military ombudsman under control of the Commission.

- In Costa Rica, an extensive review of private security legislation with advisory support from DCAF led to the development of two draft amendments to the national private security law that are consistent with norms and good practices stipulated in the Montreux Document and the ICoC. The draft amendments were submitted to parliament for approval and a revised private security law is expected to enter into force in 2018.

DCAF's advisory support has contributed to the effective implementation by national partners of mechanisms aimed at increasing regional police cooperation and to enhancing multilateral assistance by international partners to national SSR processes in the fields of rule of law and justice.

- For example, DCAF's advisory support in the framework of the PCC SEE was a prerequisite for the systematic exchange of information on forged travel documents between police services in Southeast Europe. The network of experts from law enforcement agencies of Contracting Parties to the PCC SEE, which was established on the advice of DCAF, regularly exchanged alerts in 2017 on forged travel documents and the fraudulent use of identity papers and travel documents, to increase awareness of new forms and trends in document forgery and fraud. The dissemination of detailed technical warning messages on detected documents according to the one-to-all principle helped uncover patterns of their use, supported the development of forensic capacities and enabled a swifter operational response at border crossings in the PCC SEE region. The sustained exchange of this information is expected to contribute to more secure and well-controlled borders that are open to legitimate travel and trade.

- At the international level, DCAF's assistance in the external review of UNPOL translated into UNPOL amending the policy that defines the circumstances under which Formed Police Units are allowed to engage in capacity building with police services in partner countries. The policy, which was revised in response to a recommendation of the external review that called for a comprehensive review of Formed Police Units and their management, was subsequently implemented across several missions.

- By the same token, an evaluation of the UNDP Rule of Law and Justice Project in Guinea-Bissau, conducted by DCAF as part of a series of evaluations of initiatives implemented under the framework of the Programme on Strengthening the Rule of Law and Human Rights for Sustaining Peace and Fostering Development, contributed to the UNDP Country Office implementing a number of recommendations proposed in the evaluation. On the basis of these recommendations, for example, national partners were successfully persuaded to establish an inter-agency platform to promote dialogue between formal justice institutions, additional staff were hired to increase the capacity to deliver assistance and monitor progress, a new dedicated project was developed to reinforce the interface between the formal and informal justice systems, a national conference on legal aid was held with implementing partners and national stakeholders and a communication strategy was drafted to increase the visibility of the project and demonstrate its contribution to the broader process of social transformation and peacebuilding in Guinea-Bissau.

DCAF's advisory support has contributed to national partners developing and starting to implement policy instruments to advance gender equality in the armed forces and reinforcing mechanisms to improve internal and external oversight of interior security forces.

- For instance, in the development of a three-year action plan to strengthen the role of women in the armed forces, the Directorate of Military Women's Affairs of Jordan integrated the majority of recommendations made in a DCAF assessment report on the status of servicewomen in the Jordanian Armed Forces. The action plan, which was approved by the Chairman of Operations of the Jordanian Armed Forces, identifies concrete actions meant to address recommendations to increase the proportion of women serving in the armed forces, create gender advisor and focal point positions, develop human resource policies related to paternity leave and nursing mothers, establish a gender-related complaints system, develop gender training courses and deploy servicewomen to international peacekeeping missions. With the support of DCAF and other international actors, the Jordanian Armed Forces took first steps to implement some elements of the action plan that are linked to recommendations emerging from the DCAF assessment, such as the creation of gender advisor and gender focal point functions and the development of a gender training curriculum.

- In the Occupied Palestinian Territories, DCAF's review and comments on a draft complaints procedure manual and draft submission form for complaints against security institutions and their management bodies, developed by the Directorate-General of Complaints at the Council of Ministers to ensure the effective implementation of the new regulation on citizen complaints issued in 2016, contributed to the integration of international good practices for complaints-handling in these documents. The documents were approved by the Secretary-General of the Palestinian Council of Ministers and are expected to increase consistency and coordination in receiving and investigating complaints about human rights abuses and maladministration against security forces and their line ministries.

- Finally, in Madagascar, DCAF's policy advice led the Ministry of Public Security to amend the monthly matrix it developed to record criminal offences committed across the country, to produce disaggregated data on allegations of misconduct by police officers. This is anticipated to improve the monitoring and reporting of abuses by police officers, to more effectively prevent and respond to human rights abuses and strengthen the rule of law.

Capacity Development

The fourth strand of DCAF activities relates to capacity-building initiatives at the individual, institutional and societal levels. The objective of national capacity-building support is to increase the ability and competency of national actors to initiate, implement and sustain SSR processes in a manner consistent with human rights, the rule of law and principles of good governance. In contrast, capacity building targeted at international actors is aimed at enhancing the effectiveness, coherence, coordination and context specificity of support by bilateral and multilateral donor agencies to nationally-led SSR processes. In 2017, DCAF achieved significant results stemming from capacity-building activities at the individual, institutional and societal levels.

Individual Level

At the individual level, DCAF's capacity-building activities with national partners are aimed at changing the behaviour of personnel responsible for the management, delivery and oversight of security services. Capacity development at the individual level mainly involves trainings and other activities that enhance the competence of national actors to perform their duties in an effective, accountable and responsive way by equipping them with requisite technical knowledge and skills according to their professional functions.

These activities are commonly designed to inspire a service-delivery mentality among security sector actors; ensure that security services are provided in compliance with human rights and the rule of law; enable the practical application of international standards and good practices; and promote the fair, non-discriminatory and impartial delivery of security services. In the long term, individual capacity building, in conjunction with support provided along other activity lines, is expected to increase the legitimacy of security institutions and improve public satisfaction with security services.

With international partners, the aim of individual capacity building is to improve the planning, implementation and evaluation of SSR support programmes. DCAF capacity-building activities are mostly designed to establish a solid understanding of the concept, policy framework and international good practice of SSR among practitioners and policy-makers; to ensure the adoption of a holistic, people-centred, and context-specific approach; to enable the operationalization of key principles of SSR, such as local ownership and gender equality; and to increase knowledge of operational challenges and trends related to SSR. One of the indicators used to measure the results of individual capacity-building support is the extent to which participants in DCAF trainings have successfully applied their new or increased skills and knowledge in practice.

DCAF's capacity-building support at the individual level contributed to a number of key results that materialized in 2017. These results are summarized below.

DCAF's individual capacity building has contributed to national partners making initial progress in increasing the responsiveness and accountability of law enforcement at the local and national levels.

- For example, in the context of assistance in Liberian border communities, community members who participated in a DCAF training in Grand Cape County on the role of women and civil society in human security and security governance, which brought together representatives of local communities, police and border management agencies, reported that their relationship with officials of these security institutions had improved since the training. Residents of the County said they were able to communicate more openly with immigration officers on issues related to cross-border harassment and bribery following the DCAF training. This is an important step in increasing the accountability of personnel from border management agencies towards the local community, building trust and preventing abuses and corruption at border crossings.

- In Morocco, the national police made procedures for the recruitment of new cadets more competitive in order to fight corruption and collusion, while the Moroccan Royal Gendarmerie independently organized internal training sessions to build integrity and prevent corruption, following training and awareness-raising workshops on integrity building held by DCAF in partnership with the Moroccan Central Authority for the Prevention of Corruption. These practical measures are expected to contribute to enhancing the integrity of law enforcement agencies and strengthening the rule of law.

DCAF's individual capacity building has contributed to national partners providing more effective and more targeted security services to combat transnational security threats and to international partners delivering improved assistance to national SSR processes.

- For example, DCAF's individual capacity-building support for staff of the CERT MUP in Serbia enabled them to more effectively protect the information and communications technology infrastructure of the Ministry of Interior of Serbia against cyber threats. Staff applied their enhanced knowledge and skills to respond to cyber incidents, acquired through DCAF training as well as from expert advice, to handle major cyberattacks in 2017.

- Moreover, border police services in Macedonia and Serbia started to apply the intelligence-led policing model, beyond common and coordinated cross-border police operations organized with the support of DCAF. Analytical experts, trained by DCAF to process crime-related data and information according to international standards, successfully applied their increased knowledge and skills on intelligence-led policing to produce strategic and operational analysis products based on data and information on cross-border crimes, locations and offenders collected by border management agencies. These analytical products underpinned planning efforts and priority setting for border control and surveillance activities in the two countries. This is expected to contribute to a more effective and efficient response by border police services to safeguard internal security, manage irregular migration and fight cross-border crime.

- With respect to international support for SSR, DCAF's capacity-building workshops for civilian and uniformed officials from various bilateral donor countries serving in international missions and peace support operations were pivotal to improving the management and implementation of SSR programmes. In a follow-up survey carried out last year, practitioners and experts who had undergone DCAF's introductory or advanced training on SSR in 2016 reported that they were able to more effectively coordinate the work of multidisciplinary teams and the efforts of international donor agencies in the fields of prison management and law enforcement, to engage in dialogue with local stakeholders and to advise their supervisors or home countries on the delivery of assistance to national SSR processes.

Strengthening citizen complaints mechanisms in the Occupied Palestinian Territories

The Challenge

Accountability is central to good governance of the security sector. Security forces that can receive and respond to complaints from their citizens are more accountable for their actions, more effective in delivering their services, more respected by the public and less likely to commit human rights abuses.

Although the right to file complaints against public authorities is well established in the Occupied Palestinian Territories, the complaints system is highly complex. Numerous complaints units at different security institutions and government departments with often overlapping mandates exist, which makes the complaints system extremely difficult for Palestinian citizens to navigate. As a consequence, citizens often register complaints with the incorrect authority or lodge the same complaint at multiple authorities in the hope their complaints reach the appropriate body.

The accountability of the security forces is further compromised by a lack of coordination between their various complaints units, and a failure to share information about the activities of these units to raise public awareness of their respective mandates. This lack of coordination means that complaints filed with the incorrect body are often not passed on to the competent authority, and are therefore never processed. To address these challenges, the Palestinian Authority has created the Directorate General of Complaints at the Council of Ministers, which is responsible for ensuring coordination within the complaints system.

DCAF's Response

Upon the request of Palestinian authorities, DCAF commenced support to the Directorate General, to enhance the coordination and transparency of the complaints system. Between 2015 and 2017, DCAF helped the institution review the regulatory framework governing the complaints system (Regulation No. 6 of 2009), supported the establishment of a coordination platform among complaints units and trained personnel in complaints units. DCAF also partnered with key local media to air television and radio spots on the complaints system, produced flyers for each security institution to raise public awareness on the complaints handling process and advised the Directorate in developing a complaints procedure manual and templates.

Key Results

In 2016, the Palestinian Council of Ministers adopted a new regulation on complaints against security forces (Regulation No. 8 of 2016), which more clearly defines the roles, responsibilities and authority of the Directorate General of Complaints. The regulation incorporated many of the recommendations that emerged from consultation meetings with multiple stakeholders, which DCAF organized. The new regulation entitles the Directorate to make recommendations for reforming the complaints system and formulating new policies and implementation plans to improve the functioning of complaints mechanisms at security forces and their line ministries, and thus marks a significant step towards simplifying and streamlining the complaints system. To ensure the effective implementation of the new regulation on complaints, in 2017, the Council of Ministers approved a complaints procedure manual and templates that DCAF assisted in creating. The new manual and templates for filing complaints reflect international standards and good practices for complaints handling and will contribute to supporting a unified approach to citizen complaints across the Palestinian security sector, thus enhancing the delivery of security services to all citizens.

Institutional Level

At the institutional level, the objective of DCAF capacity-building support is to enhance the performance of security sector institutions and donor bodies by improving their organizational and technical capabilities. To strengthen the capacity of institutions involved in SSG, DCAF assists national and international partners in the establishment of structures, processes and mechanisms for the formulation and implementation of security policies. Institutional capacity building is interrelated with and complements individual capacity-building efforts. While the training of individual security sector officials is important to transforming the governance of the security sector, it is also necessary to embed those actors in effective and efficient institutions with operations that are well-planned, managed and evaluated.

At the national level, institutional capacity-building activities may be focused on the creation of intra- and inter-institutional channels for communication, coordination and cooperation to improve the management, delivery and oversight of security services; the strengthening of internal systems of control and supervision within security institutions to monitor and enforce respect for human rights and the rule of law, including internal regulations, codes of conduct, complaints processes and disciplinary procedures; the establishment of more effective mechanisms for external oversight to enhance transparency and accountability of the security sector; the creation of mechanisms to improve strategic planning and budgeting; the introduction of rules, procedures and practices that ensure objective, transparent and merit-based recruitment, salaries, promotion and professional development; the establishment of transparent and accountable systems for financial resource management; and the reinforcement of systems for the collection, management and analysis of information.

At the international level, institutional capacity building mainly includes the establishment of institutional mechanisms to increase donor coordination, harmonization and alignment in the field of SSR; the promotion of approaches that ensure the transparent and accountable management of donor support to national SSR processes; and the strengthening of institutional structures for the planning, implementation and evaluation of SSR support programmes. At both the national and international levels, institutional capacity development further includes activities to enhance the capacity of security sector institutions or bilateral and multilateral donor agencies to deliver adequate training to their personnel, such as the development of tailor-made training curricula, modules and materials, and the training of certified trainers at official training and education institutions.

The success of institutional capacity-building activities is determined by indicators that reflect the utility of the newly created or enhanced management structures and processes, such as the frequency and accuracy of their use and the extent to which their use has contributed to more the effective and accountable provision of security.

Through institutional capacity-building support, DCAF contributed to a number of key results that materialized in 2017. These results are summarized below.

DCAF's capacity building at the institutional level has contributed to national partners providing improved training to develop more effective and responsive security institutions and effectively implementing human resource management policies to make operations more efficient and create a fairer and more equitable working environment.

- For instance, the Kosovo Police and the General Police Inspectorate in Moldova launched pilot in-service training programmes on police integrity, including gender equality and non-discrimination, based on the DCAF methodology for organizing and delivering training to build police integrity and using content from the DCAF Training Manual on Police Integrity. In Kosovo, local facilitators who underwent training on all the modules included in the DCAF Training Manual on Police

Integrity and on methods and techniques to facilitate continued education within police services applied their new knowledge and skills in holding three pilot courses on police integrity for police officers as well as four training sessions on the role of management in promoting integrity and gender equality for police station commanders and heads of departments. Likewise, local facilitators in Moldova applied their new knowledge and skills related to various themes of police integrity and adult learning acquired through DCAF capacity-building support in delivering four pilot courses on police integrity to officers from uniformed, patrol and border police. The roll-out of in-service police training programmes in these two countries is expected to contribute to the development of police services that function with the highest levels of integrity and professionalism.

- Similarly, DCAF's institutional capacity-building support provided the basis for improvements in the training and education of personnel from border management agencies in the Western Balkans. Trainers at national training institutions for border police services in Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia started to apply modern teaching and adult learning methods that they learned through a 2016 DCAF training course in the delivery of training to border police officers.

- In addition, the participation of Serbian police trainers in the DCAF training course, which put a particular emphasis on learning in the digital environment, prompted the Department for Professional Education and Training within the Serbian Ministry of Interior to conduct a review of its training programmes and resources to identify options for improving its e-learning platform. Based on the results of the review, the department systematically updated its e-learning system and introduced new online courses on the PCC SEE and on legislation for the protection of whistle-blowers, as well as communication and English language skills (a basic course for traffic police) to complement classroom teaching as a means of reinforcing the transfer of knowledge. In this process, the Ministry made use of modern education tools such as Moodle.

- In Niger, DCAF's support to enhancing the capacity of the ENP/FP to deliver integrity-building trainings to police officers resulted in the Director of Education at the ENP/FP, on his own initiative, delivering the set of training modules developed by the ENP/FP based on the content of the DCAF Training Manual on Police Integrity to trainers of police schools from countries of the G5 Sahel Joint Force. In the delivery of the training modules, the Director successfully applied new knowledge on principles of democratic policing and integrity, as well as adult learning methodologies acquired through a DCAF training workshop on police integrity building.

- In terms of human resource management, DCAF's institutional capacity-building support played a crucial role in increasing process management, operational performance and collaboration within the CERT MUP in Serbia. By defining the roles and responsibilities of staff more clearly with the help of the human resource development plan that the CERT MUP developed with the support of DCAF, the operations of the unit have become more streamlined and its management is more efficient and effective. The CERT MUP also used the human resource development plan to define training objectives for all staff in an effort to enhance technical proficiency according to staff functions, and subsequently started implementing the training component of the human resource development plan with funding from the budget of the Ministry of Interior. By the end of last year, CERT MUP staff had attended training on several immediate competences identified in the plan.

- In Bosnia and Herzegovina, DCAF's development of gender training curricula and training for trainers at the Centres for Judicial and Prosecutorial Training in the Republika Srpska and the Federation of Bosnia and Herzegovina contributed to the Centre in the Republika Srpska taking initial steps towards increasing the gender education of judges and prosecutors in the autonomous entity. Following a period of limited engagement with DCAF, the newly appointed director of the Centre decided to integrate the training curricula on gender bias that DCAF developed into the annual training calendar for 2017. Gender trainers from the Centre who had participated in the DCAF gender trainer development course subsequently delivered a first training on gender bias, applying their increased knowledge on the subject and their enhanced skills in adult teaching methodology.

- In Bosnia and Herzegovina, DCAF's support to the judiciary system in creating an environment free from SGBH within justice institutions across the country contributed to the effective implementation of the new policy on SGBH, adopted by the HJPC in 2015, and emerging changes in working conditions. The results of an anonymous online survey targeted at members of the judiciary in Bosnia and Herzegovina illustrated that SGBH Advisors, who were trained by DCAF to deliver orientation sessions on the new guidelines to prevent SGBH, were able to successfully raise awareness of the guidelines among judges, prosecutors and court employees across the country. Seventy-two per cent of respondents indicated that they had been introduced to the new policy, while 50 per cent reported that they had attended an orientation delivered by the SGBH Advisor at their institution. In addition, the percentage of respondents who noted that they would prefer to reach out to the SGBH Advisor in their institution in the case that they experienced SGBH increased from seven per cent to 50 per cent between 2015 and 2017. The survey results also showed a nine per cent increase in the number of respondents who would address these issues with the head of their institution (from 35 per cent in 2015 to 39 per cent in 2017). Overall, this indicates that members of the judiciary are increasingly comfortable reporting incidents of SGBH, which helps courts and prosecutors' offices in Bosnia and Herzegovina better prevent and respond to SGBH. According to several judges in Bosnia and Herzegovina, the introduction of the new policy on SGBH has contributed to a healthier and more productive working environment as the boundaries between what does and what does not constitute SGBH have been more clearly defined. This is substantiated by the results of the anonymous online survey, in which 30 per cent of respondents reported that the atmosphere at their workplace has improved since the 2015 adoption of the guidelines to prevent SGBH. Additionally, 84 per cent believe there are more options available to them if they are exposed to SGBH, and 80 per cent indicated that the introduction of the SGBH policy, including the delivery of orientation sessions by SGBH Advisors who were trained by DCAF, had increased awareness among justice sector personnel that certain acts which they may have previously perceived as innocuous are unwanted by some of their colleagues.

DCAF's institutional capacity building has contributed to national partners effectively applying policing approaches and methods to enhance border security and combat serious and organized crime, and national and international partners actively exchanging information to support law enforcement.

- For example, border police services from Albania, Bosnia and Herzegovina, Macedonia, Moldova and Montenegro successfully conducted Common Operation DUNAV and Coordinated Operation ICARUS, based on an operational work plan and a joint regional risk analysis developed by operational and analytical experts from these countries with the support of DCAF. In Common Operation DUNAV, which focused on the detection of criminal networks behind the smuggling of goods and migrants as well as other cross-border criminal activities, border police officers from the abovementioned countries and neighbouring EU Member States, performed border control and surveillance activities in cooperation with local law enforcement officials at sections of road running from the Serbian-Bulgarian border towards central Serbia. The operation led to the seizure of 5,300 packs of cigarettes as well as the apprehension of two smugglers and one suspect allegedly responsible for the organization of the smuggling operation. Two forged documents were also discovered, and 11 vehicles were confiscated. Border police services of Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia also executed Coordinated Operation ICARUS, which took place at selected airports in the region, as well as in Austria and Moldova. Through detailed border checks and second-line checks of travel documentation and identity papers, as well as other activities related to the detection of cross-border criminal activities, border police services discovered a total of 26 forged travel and other documents, seven cases of smuggling and trafficking in drugs and persons for the purpose of sexual exploitation, identified 130 individuals in relevant crime databases (including four related to terrorism activities), and recorded 75 other border-related incidents.

- DCAF's institutional capacity-building support to border police services in the Western Balkans was cornerstone to the application of integrated border management beyond common and coordinated cross-border police operations that are organized, conceptualized and prepared with the support of DCAF. In particular, the border police services of Macedonia and Serbia organized their first joint border controls to improve their management of increasing migratory movements and to prevent irregular migration, building on institutional capacity they developed through DCAF support, especially in the context of common and coordinated operations conducted in 2016. Increased cooperation in border management by law enforcement agencies from the two countries is expected to contribute to the more effective prevention and response to cross-border crime and irregular migration.

- In the area of law enforcement cooperation, DCAF's support also played a crucial role in reinforcing the exchange of crime-related data and information. Border police services in the Western Balkans more often used contacts they established during workshops on developing regional risk analysis documents and planning and preparing common and coordinated cross-border police operations, organized by DCAF, to exchange information on migration flows, stolen vehicles and emerging threats to border integrity. At the same time, they used these contacts to request assistance from border police services in neighbouring countries outside the framework of border control and surveillance activities that are supported by DCAF. Similarly, Contracting Parties to the PCC SEE regularly used the secure online platform of the PCC SEE Thematic Working Group on the SENSEE, which is hosted on the Europol Platform for Experts and was developed in close consultation with DCAF and the SENSEE, to exchange non-personal data and share experiences and good practices, including on the use of devices and techniques for cross-border surveillance operations.

- Moreover, the web-based activity database that DCAF developed as part of its support to the implementation of the IISG framework in the Western Balkans was actively used by international partners within the WBCTi, who populated the database with information on events, projects and publications with the aim of facilitating the coordination of external assistance to P/CVE in the region. To reinforce the role of the database as an effective tool for coordination, a number of partners further appointed a contact person responsible for obtaining relevant information at the country level, producing periodic updates, monitoring the database and using the information to strengthen coordination among international partners in a specific country as well as at the regional level.

- Alongside information sharing among international partners, DCAF's institutional capacity-building support was important to enhancing the exchange of information between national partners to develop common instruments for P/CVE. The multi-level coordination platform that the WBCTi developed with the support of DCAF, which linked three existing regional platforms on P/CVE and counter-terrorism at strategic, policy and operational levels, enabled law enforcement agencies from the Western Balkans to create a first-ever joint list of foreign terrorist fighters with the technical support of Europol. The list was subsequently shared with Europol, which made the document available to law enforcement agencies form EU Member States through its information exchange channels. This filled an operational gap in internal security cooperation between the EU and Western Balkan states and is evidence of the concrete operational contribution of police services in the region to EU efforts in P/CVE, protecting its external border and ensuring the integrity of the Schengen area.

Enhancing regional police cooperation in Southeast Europe

The Challenge

Several countries in Southeast Europe have been seeking accession to the EU over the past two decades, and thus have also strived to comply with the EU acquis in the area of Justice and Home Affairs. These countries are eager to enhance cooperation with their EU neighbours, and to improve their standards to bring them into compliance with the EU rules and regulations, in particular in the fight against cross-border crime. Serious and organized crime remain a considerable problem in Southeast Europe. With criminal networks operating across borders, so too must law enforcement be given the means to investigate and pursue these networks beyond their country's borders. The EU has prioritized this in its accession strategy.

To step up cross-border cooperation between police and judicial authorities of EU countries in combatting transnational organized crime and terrorism, the Council of the EU adopted the so-called Prüm Decisions in 2008. The Prüm framework lays down provisions for the automated exchange of DNA profiles, fingerprints and vehicle registration data among EU Member States to more effectively prevent and investigate criminal offences as well as maintain public order and security. By enabling the timely and efficient exchange of police information, the Prüm framework has become an important instrument for law enforcement cooperation within the EU.

DCAF's Response

In 2006, the Police Cooperation Convention for Southeast Europe (PCC SEE) was founded to more effectively and efficiently address organized and serious cross-border crime issues affecting Southeast Europe, as well as to align policing standards in the region with those in the EU and Schengen area. The PCC SEE provides a unique regional legal basis for different coordinated activities among its Contracting Parties, which today counts six non-EU and five EU Member States. Since 2008, DCAF has hosted and staffed the Secretariat of the PCC SEE, to assist Contracting Parties in implementing the convention to improve police cooperation in the region. Among other activities, DCAF promoted the EU-Prüm model for automated exchange of data as a good practice for improving regional police cooperation.

Key Results

In seeking to fight serious and organized crime more effectively, the Contracting Parties to the PCC SEE took the decision to establish rules and procedures to improve information sharing among police services based on the EU-Prüm model that DCAF promoted. In 2017, the PCC SEE Contracting Parties finalized the drafting of all legal and technical documents necessary to establish an EU Prüm-inspired framework for automated exchange of information, and by the end of 2017, five members – Austria, Bulgaria, Hungary, Moldova and Serbia – had obtained a mandate to enter into formal negotiations. Other members are in advanced stages of receiving an official mandate. An essential element of the information-sharing arrangements under the Prüm Decisions is the automated exchange of vehicle registration data, which is maintained by the European Car and Driving Licence Information System (EUCARIS). Due to the progress made in establishing a mechanism for the automated exchange of information, the Governing Board of EUCARIS took the decision to allow Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia to join the network as third parties. DCAF has also initiated discussions with the European Commission on the connection requirements for these countries to the network of the Trans European Services for Telematics between Administrations, which is a prerequisite for automated exchange of DNA, fingerprint and vehicle registration data. The successful conclusion of the formal negotiations and the entry into force of the framework will further enhance the ability of law enforcement agencies within the PCC SEE region to cooperate in the fight against cross-border crime.

DCAF's institutional capacity building has contributed to national partners exercising more effective oversight of the security sector and implementing systems to monitor progress on the integrity building and internal accountability of police.

- For example, DCAF's institutional capacity-building support to the committee on internal affairs and security of the Assembly of Kosovo was essential to increasing the accountability of the security sector towards parliament regarding the implementation of relevant aspects of national strategies to enhance the rule of law in Kosovo. To monitor progress on the implementation of recommendations that emerged from public hearings on the performance of national rule-of-law strategies, which the parliamentary committee introduced in 2016 after capacity-building workshops and a study visit to Croatia organized by DCAF, the committee undertook field visits and invited representatives of the executive and of ministries managing security and justice institutions to its sessions. In field visits and parliamentary hearings, members of the committee on internal affairs and security effectively applied their increased knowledge and skills, acquired through DCAF capacity-building support, to obtain information from government officials and representatives of security and justice institutions.

- In Niger, DCAF's institutional capacity building, in the form of a code of conduct, contributed to police authorities taking the initiative to establish a system to monitor changes in police conduct following the introduction of the code across the service. To monitor the effects of implementation of the code of conduct, the DGPN and the IGSS developed a questionnaire that the IGSS used to assess police behaviour during a first series of monitoring missions to four different regions in the country. Based on the findings of those missions, the IGSS developed a report that contains recommendations for the Ministry of Interior, Public Security, Decentralisation, and Customs and Religious Affairs to improve the application of the new code of conduct. Effective implementation of the code is expected to increase the integrity, professionalism and accountability of police officers across the country.

Societal Level

At the societal level, DCAF's capacity-building initiatives seek to enable civil society, the media, corporate entities and other non-governmental actors to become the driving forces of efforts aimed at enhancing SSG. DCAF primarily aims to strengthen the capacity of CSOs to exercise oversight of the security sector and support other independent oversight bodies to effectively fulfil their mandate; undertake outreach and public awareness raising on security issues; represent the security needs of their constituents and advocate for change; contribute to an informed and fact-based discourse by generating credible information on the security sector through quality research; and establish effective networks among these organizations to increase their leverage on security policy-making. This includes support to media and online information platforms to enhance the public's competence to monitor the performance and conduct of security institutions and their personnel. It also encompasses activities to enhance the capacity of customary or traditional authorities to deliver security services more effectively in accordance with human rights standards, principles of democratic accountability and the rule of law.

Beyond support that empowers civil society to contribute to democratic governance of the security sector, capacity building at the societal level involves initiatives aimed at the private sector as well. DCAF's engagement with the private sector mainly concentrates on extractive companies that operate in complex environments, to improve the management of security around their operations in order to ensure respect for human rights. Capacity-building activities targeted at businesses are mostly geared towards strengthening their capabilities to engage in a responsible manner with private and public security providers and with bodies responsible for the management and oversight of security services in host countries. Successful capacity development at the societal level is generally associated with enhanced civic engagement and more independent and transparent public debate on security issues, as well as by companies effectively addressing security and human rights challenges related to their business operations.

Among other measures, indicators to determine the effectiveness of societal capacity building include the frequency and quality of media coverage on security issues, the extent to which independent civil society advocacy enhances SSG and the magnitude of civil society monitoring on security sector compliance with human rights and the rule of law.

In 2017, DCAF's societal capacity-building support contributed to several key results. These results are summarized below.

DCAF's capacity building at the societal level contributed to civil society effectively encouraging a more informed and fact-based national public discourse on security-related issues, based on more empirical and policy-oriented research as well as better media coverage.

- For example, in an interview with a national media outlet, an expert of the Albanian-based think tank IDM aimed to raise public awareness on the challenges posed by the private security industry to the governance of the security sector and the need for improvement in private security regulation, which IDM identified through research undertaken with the support of DCAF. On the basis of the findings of the IDM research, he provided an overview of the current state of the private security sector and its role in the global market, illustrated the complex nature of problems faced by PSCs operating in Albania, pointed out the lack of organization of the private security industry, highlighted problems linked to endemic institutional corruption in the mechanisms that grant licenses to private police and called for more accountability in licensing processes.

- Policy researchers from the Serbian think tank BCSP took the initiative to develop an additional policy paper on the accountability of the private security sector, inspired by research on emerging issues in private security governance conducted with the support of DCAF. In the desk research and interviews conducted with security sector stakeholders to collect information for the paper, the researchers applied methodological skills and knowledge on private security regulation that were reinforced by DCAF through capacity-building workshops and assistance in the development of a series of research products.

- In sub-Saharan Africa, members of two CSOs from the Democratic Republic of the Congo and Cameroon, which are part of the private security governance observatory network for Francophone Africa, used their increased knowledge and skills to monitor the private security sector, acquired through DCAF training, to develop a factsheet on national private security legislation in the Democratic Republic of the Congo. The two organizations submitted the factsheets as contributions to the online private security governance observatory, created by DCAF along with the network, and shared them with the other member organizations of the observatory. The publication of the factsheets on this platform is expected to empower CSOs in those two countries to exercise more effective oversight of the private security industry.

- In Niger, DCAF's capacity-building activities for representatives of print media, television and radio contributed to more professional news reporting on security sector-related issues and to journalists increasingly applying a governance lens in the coverage of security issues. For example, the local correspondent of an international radio broadcaster, who had previously focused exclusively on securing interviews with officials from the security forces, reported to have begun exploring the use of additional sources, including citizens and members of the judiciary, after participating in a series of DCAF training workshops. At the same time, he has approached sources in the armed forces in a more critical and confidential way, more extensively verifying information and better protecting sources from harm. Similarly, a reporter from Northern Niger started to use sources beyond the security forces by conducting a first interview with the Governor of Diffa to inquire about the government policy for the reintegration of former Boko Haram combatants and the exceptional security measures imposed in the region. In preparing for and carrying out the interview, the reporter successfully applied conceptual and practical tools in the areas of human security and the democratic control and oversight of the security sector that he learned in DCAF training sessions. The interview was broadcast locally and nationally, including on private radio-television channel Canal 3, the chief editor of which had also participated in the DCAF training programme for media professionals.

DCAF's capacity building at the societal level has contributed to civil society playing a more prominent role in and more effectively influencing security policy-making at national and international levels, to strengthen the democratic governance of the security sector.

- For example, members of the Albanian CSO IDM applied their increased knowledge and skills to promote good governance of the private security sector, based on DCAF's capacity-building support and assistance in developing research products, discussing the implementation of private security regulation and procuring industry services with representatives of the government and police.

- In Kosovo, representatives of the KCSS used skills and knowledge they developed through DCAF capacity-building support to engage with policy-makers and security providers to sustain their advocacy for the inclusion of PSCs in the Community Safety Strategy of Kosovo. This is expected to contribute to the incorporation of international norms and good practices on private security governance into efforts to enhance community safety.

- In Serbia, the BCSP used proposals for constitutional reform related to security and human rights that the organization developed under DCAF guidance to advocate to government officials for constitutional changes related to the security sector.

- In Mali, the local chapter of ARGA drew on the expertise on SSG/R that it developed through DCAF capacity-building support to develop a policy brief on the current state of the national SSR process. The brief provides national policy-makers and international partners with an original analysis of the national SSR process and offers constructive criticism, including recommendations on how to improve the SSR process in Mali. Moreover, ARGA developed a concept for transforming the SSR policy brief into a collaborative series of publications to create a platform for civil society contributions to the public discourse on security issues and to enhance the visibility and voice of civil society in Mali.

- At the international level, DCAF's support to the CSAP through the facilitation of its annual meetings and assistance in developing its working methods contributed to amplifying the influence of CSOs on NATO's implementation of UNSCR 1325. On the one hand, representatives of CSAP member organizations applied their increased knowledge of NATO structures, operations and policies related to UNSCR 1325, gained through the first two meetings of the CSAP, to provide technical advice in reviewing NATO's progress on security and women's empowerment, to advise the NATO Committee on Gender Perspectives on the organization's engagement in P/CVE and to provide personal recommendations to NATO members and senior staff. On the other hand, they applied their enhanced knowledge of the NATO Policy on Women, Peace and Security and NATO's internal processes in discussions with government officials and NATO delegations on national commitments regarding UNSCR 1325, the delivery of training and presentations, interactions with armed forces and the exchange of information with other CSOs in their home countries.

DCAF's capacity building at the societal level has contributed to public and private security providers and independent oversight institutions increasingly seeking to integrate civil society perspectives into their activities and to implement more inclusive and participatory national reforms to enhance SSG.

- For instance, DCAF's support to enhancing the capacity of the Macedonian-based CSO Analytica to conduct research for the development of policy studies and guidance material on intelligence governance led members of the two intelligence oversight committees of the Assembly of the Republic of Macedonia to reach out to the organization, to draw on its knowledge in order to improve democratic oversight of the intelligence sector in the country. After the first members of the two committees approached Analytica to seek advice on future priorities for intelligence reform in 2016, more members reached out to the organization in 2017 to tap into its expertise in the field of intelligence governance. These members of parliament established contact with Analytica particularly in response to the publication of a handbook on inspection visits to intelligence agencies for parliamentarians that it developed with the support of DCAF.

- In Bulgaria, the Bulgarian Corporate Security Association entered into a formal relationship with the Center for the Study of Democracy, which DCAF had assisted in conducting research on the private security sector, to increase future cooperation and harness the organization's knowledge on issues related to private security regulation. This partnership is expected to contribute to increased accountability and respect for human rights in the private security industry.

- DCAF's support to reinforcing the role of civil society in the governance of the security sector also contributed to the integration of civil society input in the efforts of the Government of Mali to enhance relations between law enforcement services and the public. Specifically, the National Police of Mali invited CSOs with which DCAF had partnered in the context of improving oversight of the security sector to participate in the design and implementation of a community policing project in Bamako.

Feature 5

Developing the capacity of journalists to cover security issues in Niger

The Challenge

In Niger, the freedom of the press to report on security-related issues is considerably restrained. In the fight against violent extremism, authorities in Niger have increasingly cracked down on journalists for publishing sensitive or classified information, despite the country's decriminal-ization of media offences. At the same time, the media generally lacks professional journalistic standards, particularly with regard to the verification of information, the protection of sources and editorial independence. Taken together, the lack of access to information, poor standards and a limited understanding of security issues among journalists have hampered the ability of the media to effectively inform the population on security and safety issues and perform oversight of the security sector.

DCAF's Response

To improve the quality of reporting on security issues in Niger, DCAF partnered with the national anti-corruption body (Haute Autorité de Lutte contre la Corruption et les Infractions Assimilées) and the Nigerien Association of Journalists against Corruption. In cooperation with these organi-zations, DCAF organized a series of trainings in 2017 to improve the media's understanding of the security sector and their ability to report accurately, professionally and critically on these topics. This year-long training programme was designed to increase media knowledge and awareness of issues relating to security, SSG and security policy, with the objective to lay the grounds for more effective reporting and oversight.

Key Results

Throughout the year-long training, DCAF enhanced the knowledge and skills of over 30 Nigerien reporters and editors, which contributed to increasing the quality of media coverage on security issues in line with international ethical and professional standards of journalism.

For example, after participating in DCAF training workshops, the local correspondent of an inter-national radio broadcaster began including additional sources, such as citizens and members of the judiciary, when covering security issues, rather than exclusively relying on interviews with officials from security forces. At the same time, he approached sources in the armed forces in a more critical and confidential way, to increase the reliability of information through verification and to minimize harm by taking appropriate measures to protect sources.

In another case, a reporter in Northern Niger also began including sources beyond the security forces and conducted an interview with the Governor of Diffa to inquire on the government policy for the reintegration of former Boko Haram combatants and the exceptional security measures imposed in the region, such as a curfew. In preparing and carrying out the interview, the first of its kind with this government official, the reporter successfully applied conceptual and practical tools in the areas of human security and the democratic control and oversight of the security sector that he learned in DCAF training sessions. The interview was broadcast locally and nationally, including on private radio-television channel Canal 3, the chief editor of which also participated in the DCAF training programme.

It is expected that these widely broadcast and shared reports will catalyse more in-depth reporting from new sources and enhance the quality and professionalism of reporting on security issues. This in turn will help increase transparency of the security sector and enable a more informed and fact-based public discourse on security issues.

Major Trends

As the analysis above illustrates, DCAF has contributed to significant medium-term results across different regions and thematic priorities in 2017. Many of these results demonstrate progress towards the democratic governance of security institutions. The following section provides an overview of major trends and commonalities across the results to which DCAF contributed in 2017 through assistance to national and international partners as well as contribution to international policy development and good practices. These include qualitative changes in:

1. national training efforts for security providers;

2. legal frameworks governing the security sector;

3. policy frameworks and instruments for the internal management of security institutions;

4. the accountability and democratic oversight of national security sectors;

5. the capacity of civil society to contribute to the democratic governance of the security sector;

6. the role of gender equality in the provision of security;

7. regional law enforcement cooperation; and

8. international assistance to national SSR processes.

1. DCAF's support assisted in establishing functioning and sustainable structures to deliver effective training and education for security and justice providers in partner states that promotes professionalism, integrity, gender equality and respect for human rights.

- For example, local facilitators from Kosovo and Moldova successfully delivered a first series of training courses on police integrity to police officers as part of in-service training programmes on police integrity that the police services in those two countries launched with the support of DCAF.

- In Niger, the Director of Education at the ENP/FP delivered a set of training modules on police integrity that the ENP/FP developed based on the content of the DCAF Training Manual on Police Integrity to trainers of police schools from countries of the G5 Sahel Joint Force.

- In addition, trainers at national training institutions for border police services in Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia started to apply modern teaching and adult learning methods that they learned through a DCAF training course in 2016 in the delivery of training to border police officers.

- In Bosnia and Herzegovina, law professors from universities across the country relied on a gender law school curriculum that was developed by a working group of law school professors with the support of DCAF in delivering courses to law students, to sensitize them to the presence of gender bias in the law and in the application of law as well as to the implications of gender bias on the administration of justice. Furthermore, the Centre for Judicial and Prosecutorial Training in the Republika Srpska included training curricula on gender bias, developed by DCAF, in its annual training offerings and delivered a first training on gender bias to judges and prosecutors.

- In Guatemala, the national private security regulatory body embedded principles and standards on private security governance articulated in the ICoC, which DCAF promoted, into its training courses for PSC directors and private security guard instructors.

2. DCAF's support effectively informed the development of draft and adopted laws and regulations governing the provision of public and private security services that integrate international standards and principles for good governance of the security sector.

- For instance, the Contracting Parties to the PCC SEE finalized the development of the legal instruments and user manuals necessary to establish an EU-oriented framework for automated exchange of DNA profiles, fingerprints and vehicle registration data in the PCC SEE region, which was launched as a response to DCAF's promotion of EU norms and good practices for police cooperation.

- Moreover, the Prime Minister of Kosovo adopted a new governmental regulation on the deployment of security attachés that is in line with national legislation and obligations under international treaties and reflects the legal advice that DCAF provided during the drafting process.

- In South Korea, members of parliament, together with the NHRCK, developed a new draft law that provides for the expansion of the Commission's mandate and of its powers to oversee the armed forces rather than the creation of a dedicated ombuds institution for the armed forces, following DCAF's policy advice on the advantages and disadvantages of different options to strengthen the legal basis for civilian control of the military.

- In Madagascar, the Ministry of Public Security developed a draft law defining the roles and responsibilities and organizational structure of the IGPN, in line with recommendations contained in an audit/assessment of the IGPN conducted by DCAF. The draft law includes provisions regulating procedures of the IGPN, including referral mechanisms to report allegations of misconduct by police officers.

- In Liberia, a multi-stakeholder group under the control of the Ministry of Justice developed a revised draft private security law that includes provisions to address challenges identified in a mapping study of the private security industry, which DCAF developed, and to protect human rights in accordance with norms and good practices of the Montreux Document and the ICoC, which DCAF promoted in its support.

- The Government of Costa Rica developed two draft amendments to the national private security law that conform to the norms and good practices put forward in the Montreux Document and the ICoC, based on DCAF's legal advice.

- In the Occupied Palestinian Territories, the President of the Palestinian National Authority adopted a new law governing the Civil Police in line with international obligations and standards for the democratic governance of police services, based on advisory support provided by DCAF throughout 2016.

3. DCAF's support contributed to the development and effective implementation of policies or policy instruments to strengthen human resource management, prevent SGBH and curb corruption in security and justice institutions in partner states, and support the delivery of more responsive private and public security services.

- For example, in Serbia the CERT MUP used the human resource development plan it created with the support of DCAF to define the roles and responsibilities of staff more clearly, in order to increase process management, operational performance and collaboration, which made the management of the unit more efficient and effective.

- In Bosnia and Herzegovina, DCAF's assistance to raising awareness on and implementing the new SGBH policy of the judiciary contributed to justice sector personnel being more inclined to reach out to SGBH Advisors or address the head of their institutions in case of incidents of SGBH. Moreover, the results of perception surveys suggest that the working environment in many courts and prosecutors' offices has become healthier and more productive since the introduction of the new SGBH policy in 2015.

- In Morocco, DCAF's training and awareness-raising workshops on integrity building prompted the national police to increase the competitiveness of recruitment procedures to fight corruption.

- In Mali, DCAF's support was key to ensuring that the National Police and Gendarmerie harmonize their community policing efforts by adopting an agreement on the guiding principles for a common community policing model for the two law enforcement agencies.

- In the field of business and security, DCAF's promotion of norms and good practices in the context of support to the ICoCA contributed to the Government of Canada changing its policies for the procurement of private security services to give preference to ICoCA member companies, and to the Government of Australia amending its procurement policies and practices to require ICoCA membership for certain categories of private security provision. At the same time, Tullow Oil and Philipp Morris International made changes to their procurement policies and procedures to require compliance of private security providers with the principles and standards of human rights and humanitarian law laid out in the ICoC.

- Finally, the VPs Regional Working Group in the Macro Región Sur of Peru developed a VPs implementation plan, based on the insights of a DCAF study report on security and human rights challenges around extractive operations in the region.

4. DCAF's support also commonly contributed to progress on the democratic oversight of both internal and external security providers and their accountability towards the people they serve, as well as increased efforts to monitor the performance and human rights record of law enforcement services in partner states.

- For example, the committee on internal affairs and security of the Assembly of Kosovo used its increased capacity to monitor the implementation of security policies, developed through DCAF support, to follow up on recommendations that emerged from public hearings on the implementation of national rule-of-law strategies by conducting field visits and inviting government officials to its sessions.

- DCAF's promotion of norms and good practices regarding the role of ombuds institutions in international missions within the transnational network of ICOAF led to the ombudsman of Georgia conducting a first-ever visit to armed forces personnel stationed abroad, visiting the Georgian military contingent in Afghanistan.

- In Serbia, the ombudsman, who participated in the 2016 ICOAF on the role of ombuds institutions in protecting the rights of armed forces personnel and local populations in international missions, engaged in the development of guidelines for conducting inspection visits to Serbian troops deployed abroad.

- Similarly, in the Occupied Palestinian Territories, the Secretary-General of the Palestinian Council of Ministers adopted a complaints procedure manual and complaint form templates that integrate international good practices for complaints-handling, developed by the Directorate-General of Complaints at the Council of Ministers drawing on DCAF's policy advice.

- In Mali, the President of the National Human Rights Commission launched a network with CSOs to engage more effectively with the government and to increase the influence of both the Commission and civil society in the regulation of the private security industry, following exposure to norms and good practices on private security governance promoted by DCAF.

- In Liberia, DCAF training initiatives bringing together representatives of local communities and police and immigration services laid the foundation for improving the accountability of security providers towards local communities. In one target County, community members reported being

able to communicate more openly with immigration officers on issues related to cross-border ha-rassment and bribery since the DCAF training on the role of gender and civil society in SSG, which improved their relationship with local security providers.

- In Niger, the DGPN and the IGSS independently developed a questionnaire to monitor changes in police conduct, following the adoption of a new code of conduct by the National Police of Niger, developed with the support of DCAF. The IGSS used the questionnaire to conduct monitoring visits in four regions and developed a report with recommendations for the Ministry of Interior to improve the implementation of the code of conduct.

- In addition, the Ministry of Public Security of Madagascar amended the monthly matrix the Minis-try administers to record incidents of misconduct by police officers across the country, to generate more fine-grained data on allegations of abuses committed by police officers.

5. DCAF's support effectively enhanced the capacity of CSOs to generate and disseminate credible evidence that informs public discourse on security issues, represent the security needs and concerns of the population and influence the formulation, adoption and implementation of security policies at national and international levels.

- For example, an expert of the Albanian-based think tank IDM used the findings of research on private security regulation, which the organization conducted with DCAF support, to raise public awareness on the challenges that the private security industry poses to good governance of the security sector and on the need to enhance the transparency and accountability of the private security sector in the media.

- In Serbia, policy researchers from the BCSP applied methodological skills and knowledge on private security regulation they acquired through DCAF capacity-building support to inde-pendently develop a policy paper on the accountability of the private security sector. Apart from its engagement to strengthen private security regulation, the BCSP also effectively advocated for constitutional changes related to the security sector, using proposals for constitutional reform that it developed with the support of DCAF.

- Along similar lines, members of two CSOs from the Democratic Republic of the Congo and Cam-eroon who had undergone training as part of DCAF's support to establishing an effective private security governance observatory network of CSOs in Africa successfully developed a factsheet on national private security legislation in the Democratic Republic of the Congo, empowering CSOs to monitor the private security sector in the country.

- Similarly, ARGA Mali, building on capacity it developed with the support of DCAF, created a policy brief that provides national policy-makers and international partners with a critical analysis of the national SSR process in Mali and presents recommendations for improving implementation of reforms. In Mali, DCAF support further contributed to the National Police seeking civil society expertise in the implementation of a community policing project in Bamako.

- In Macedonia, DCAF's support to the CSO Analytica opened up unprecedented avenues for the organization to influence the policy process when members of the two parliamentary committees on intelligence oversight reached out to draw on its expertise in the area of intelligence sector governance.

- In Ukraine, the findings of an assessment of the criminal justice response to violence against women and domestic violence, conducted by DCAF with partner organization La Strada–Ukraine, informed a national advocacy campaign for ratification of the Istanbul Convention undertaken by the local office of Amnesty International.

- In Niger, DCAF's support to developing the capacity of the media to properly cover security issues contributed to journalists from two different outlets starting to explore sources beyond the security forces, paying more attention to the protection of sources against harm and increasingly approaching reporting on security issues from a governance perspective.

- At the regional level, the steering committee and other member organizations of the private security governance observatory network for Francophone Africa took action to identify the need for strengthening private security regulation to state and non-state actors across Africa and actively raising awareness of international norms and good practices on private security governance both through regional conferences and national dialogues.

- In addition, DCAF's assistance to the CSAP contributed to CSOs using their increased knowledge of NATO structures, operations and policies related to UNSCR 1325 to more effectively advise NATO in the implementation and evaluation of its Policy and Action Plan on Women, Peace and Security, as well as to engage with government officials, NATO delegations, armed forces and other CSOs in their home countries.

6. DCAF's support contributed to improved preconditions for achieving gender equality in the management of security services, and progress towards delivering fairer and more equal justice services in order to eliminate violence against women and domestic violence in partner states.

- For example, DCAF's promotion of norms and good practices to promote the career development of women in the security sector in Kosovo paved the way for the establishment of an informal network of women working in the Kosovo security sector. The engagement of this network with security officials and government ministries in turn resulted in the Kosovo Police appointing more women to its promotion boards, the Police Inspectorate taking adequate measures to increase the proportion of women recruited into the police and the Prime Minister introducing a special budget to advance gender equality in the security sector.

- In the Occupied Palestinian Territories, DCAF's support to promoting gender equality and women's empowerment in the security sector contributed to the establishment of a gender unit within the Palestinian Civil Defence, to enhance gender mainstreaming within the organization and support the implementation of gender-related strategies, guidelines and procedures.

- In Jordan, the Directorate of Military Women's Affairs formulated a three-year action plan to strengthen the role of women in the armed forces that reflects the majority of recommendations proposed by DCAF in an assessment report on the status of servicewomen in the Jordanian Armed Forces, such as the creation of gender advisor and focal point functions, the development of gender training courses and the establishment of gender-responsive complaints mechanisms.

- In the context of DCAF's support to enhancing the role of women in the governance of the local security architecture in Liberian border communities, community leaders in one target County started holding regular town hall meetings to sensitize communities to the problem of SGBV and raise awareness among community members of their rights, following the conclusion of DCAF's awareness-raising workshops and radio talk shows and spots on SGBV.

- In Bosnia and Herzegovina, DCAF's support to improving the response of the judicial system to domestic violence contributed to the official endorsement by the HJPC of a judicial benchbook and practice guide on domestic violence, developed by a working group of judges with the support of DCAF, to support the adjudication of cases of domestic violence in line with international standards and good practices. As a result, the HJPC made the benchbook and practice guide available on its website and through the electronic court management system. According to interviews with judges, use of the benchbook and practice guide, which were disseminated within

the judiciary prior to their official adoption, led judges to more frequently use custodial sentences against offenders and to increasingly explore alternative forms of evidence in cases where victims withhold their testimony.

7. DCAF's support succeeded in enhancing regional law enforcement cooperation and the exchange of crime-related data to combat serious and organized crime and enhance border security in line with international norms and good practices to combat transnational security threats.

- For instance, DCAF's promotion of norms and good practices contributed to Macedonia and Montenegro obtaining access to ENFAST as observers, and to FAST units within the police services of the two countries effectively cooperating with counterparts in EU Member States in the search for Europe's most wanted fugitives. In Montenegro, effective police cooperation through ENFAST led to the successful arrest and extradition of a criminal in one case and a pending extradition process in another.

- In the field of border management, DCAF's institutional capacity-building support also enabled the border police services of Macedonia and Serbia to conduct their first-ever joint border controls, outside the confines of the common and coordinated cross-border police operations supported by DCAF, to improve the management of migrants and asylum seekers. In addition, border police services from Albania, Bosnia and Herzegovina, Macedonia, Moldova and Montenegro executed Common Operation DUNAV and Coordinated Operation ICARUS, based on operational work plans and joint regional risk analyses that technical experts and officials from law enforcement agencies in those countries developed with the support of DCAF.

- In Common Operation DUNAV, border control and surveillance activities at sections of road running from the Serbian-Bulgarian border towards central Serbia led to the arrest of two individuals in possession of a large amount of contraband cigarettes as well as one individual suspected of having organized the tobacco smuggling. Detailed checks of travel documentation and identity papers at selected airports in the Western Balkans, Austria and Moldova during Coordinated Operation ICARUS resulted in the detection of more than two dozen forged travel and other documents, the identification of over 100 individuals in crime-related databases and the discovery of many other border-related incidents. In addition, DCAF's support was critical in reinforcing the exchange of information between law enforcement agencies. The network of experts from law enforcement agencies of Contracting Parties to the PCC SEE, which was established based on DCAF policy advice, regularly exchanged alerts on forged travel documents and fraudulent use of identity papers and travel documents according to the one-to-all principle, to help discern new forms and trends in document forgery and fraud and enhance the forensic capacities of law enforcement agencies in Southeast Europe.

- At the same time, police services in the PCC SEE region regularly used the secure online platform of the PCC SEE Thematic Working Group on the SENSEE, which is hosted on the Europol Platform for Experts and was developed with the support of DCAF, to exchange non-personal data and share experiences and good practices to enhance criminal investigation.

- Moreover, law enforcement agencies in the Western Balkans, with the technical support of Europol, developed a first-ever joint list of foreign terrorist fighters through the multi-level coordination platform that connects three existing regional platforms on P/CVE at the strategic, policy and operation levels. Subsequently, this list was made available to EU Member States through the telecommunications infrastructure of Europol, filling an important operational gap in internal security cooperation between the EU and the Western Balkans.

8. DCAF's support contributed significantly to more informed, effective, cross-sectoral and coordinated international assistance to national SSR processes undertaken by bilateral and multilateral donor agencies.

- For example, the EU Advisory Mission in Ukraine developed an internal concept note for a project to enhance the effectiveness of police and the judiciary to combat violence against women, based on the findings of an assessment of the criminal justice system's response to violence against women and domestic violence developed by DCAF.

- In Argentina, the IDB used risk mitigation guidelines developed by DCAF in the context of support to the SDC Country Office in Honduras on SSR and violence prevention, to undertake risk assessments for citizen security programmes in Argentina.

- Introductory and advanced trainings on SSR held by DCAF in 2016 contributed to civilian and uniformed officials from various bilateral donor countries supporting international missions by more effectively coordinating the work of multidisciplinary teams and the efforts of international donor agencies in the fields of prison management and law enforcement, more strategically engaging in dialogue with local stakeholders, and providing better advice to their supervisors or home countries in the planning, management and implementation of assistance to reform processes.

- In addition, DCAF's knowledge products reinforced NATO's delivery of capacity-building support on the human rights and fundamental freedoms of members of the armed forces to personnel responsible for the provision of security in Kosovo. In the framework of the IISG in the Western Balkans, international partners strengthened coordination of their efforts in the field of P/CVE at the national and regional levels by actively using the activity database on the website of the IISG, which the WBCTi developed with support from DCAF, and by creating special positions to update and monitor information on the database.

- Moreover, SSG/R focal points within the OSCE used guidelines on SSG/R developed with the support of DCAF to deliver more integrated and strategically oriented assistance to reform processes, in line with norms and good practices of international support for SSR.

- At the global level, UNPOL amended its policy defining the circumstances under which Formed Police Units are authorized to provide capacity-building support to police services in partner countries, based on a recommendation included in the external review of UNPOL that DCAF supported, and successfully implemented this revised policy across several missions in 2017. In a similar vein, the UNDP Rule of Law and Justice Project in Guinea-Bissau implemented several of the recommendations proposed in the evaluation of the 2014–2016 project phase conducted by DCAF, including recommendations to promote dialogue between formal justice institutions, strengthen interaction between the formal and informal justice systems, increase the staff capacity of the UN country office and draft a communication strategy.

Notes

Notes

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