



Annual Report 2015

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



DCAF

a centre for security
development and
the rule of law

Published by

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

DCAF Geneva

P.O. Box 1360
CH-1211 Geneva 1
Switzerland
Tel: +41 (22) 730 94 00
Fax: +41 (22) 730 94 05

DCAF Ramallah

Al-Maaref Street 34
Ramallah / Al-Bireh
West Bank, Palestine
Tel: +972 (2) 295 6297
Fax: +972 (2) 295 6295

DCAF Brussels

Place du Congrès 1
1000 Brussels
Belgium
Tel: +32 (2) 229 39 66
Fax: +32 (2) 229 00 35

DCAF Beirut

Gefinor Bloc C
Office 604, Ras Beirut
Lebanon
Tel: +961 (1) 738 401
Fax: +961 (1) 738 402

DCAF Ljubljana

Gospodinjska ulica 8
1000 Ljubljana
Slovenia
Tel: + 386 (1) 560 9 300
Fax: + 386 (1) 560 9 303

DCAF Tunis

Rue Ibn Zohr 14
1082 Tunis
Tunisia
Tel: +216 (71) 286 755
Fax: +216 (71) 286 865

E-mail: info@dcaf.ch

Website: www.dcaf.ch

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List of acronyms and abbreviations

ARGA	Alliance for the Foundation of Governance in Africa	GCSP	Geneva Centre for Security Policy
ASSN	African Security Sector Network	GICHD	Geneva International Centre for Humanitarian Demining
AU	African Union	GIP	Geneva Internet Platform
BI	Building Integrity	HQ	headquarters
BiH	Bosnia and Herzegovina	ICOAF	International Conference of Ombuds Institutions for Armed Forces
CCDP	Centre on Conflict, Development and Peacebuilding	ICoC	International Code of Conduct For Private Security Service Providers
CEDHD	Centre d'études en Droits Humains et Démocratie	ICoCA	International Code of Conduct for Private Security Service Providers'Association
CEPOL	European Police College	ICRC	International Committee of the Red Cross
CICG	Centre international de conférences Genève	IDB	Inter-American Development Bank
CIFDAH	Centre d'Information et de Formation en matière de Droits Humains en Afrique	IGAD	Intergovernmental Authority on Development
CODAP	Centre de conseils et d'appui pour les jeunes en matière de droits de l'homme	IMS GENAD	International Military Staff Office of the Gender Advisor
CPC	Conflict Prevention Centre	IOF	International Organisation of La Francophonie
CPLC	Community of Portuguese Language Countries	IOM	International Organization for Migration
CSDP	Common Security and Defence Policy	IPF-SSG	Inter-Parliamentary Forum for Security Sector Governance in Southeast Asia
CSO	civil society organization	IPIECA	International Petroleum Industry Environmental Conservation Association
DCAF	Geneva Centre for the Democratic Control of Armed Forces	IPSTC	International Peace Support Training Centre
DDPS	Federal Department of Defence, Civil Protection and Sport	IPTI	Inclusive Peace and Transition Initiative
DDR	disarmament, demobilization and reintegration	IPU	Inter-Parliamentary Union
DEEP	Defence Education Enhancement Programme	ISSAT	International Security Sector Advisory Team
DG DEVCO	Directorate-General for International Cooperation and Development	JAF	Jordanian Armed Forces
DG HOME	Directorate-General for Migration and Home Affairs	JRR	Justice Rapid Response
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations	JWGDR	Joint Working Group on Defence Reform
DPKO	Department of Peacekeeping Operations	LAC	Latin America and the Caribbean
DRC	Democratic Republic of the Congo	M&E	monitoring and evaluation
EAPC	Euro-Atlantic Partnership Council	MENA	Middle East and North Africa
ECCAS	Economic Community of Central African States	MFA	Ministry of Foreign Affairs
ECOWAS	Economic Community of West African States	MINUSMA	Multidimensional Integrated Stabilization Mission in Mali
EEAS	European External Action Service	MISCP	Ministry of Internal Security and Civil Protection
ERW	explosive remnants of war	MoD	Ministry of Defence
ESDC	European Security and Defence College	MoU	memorandum of understanding
ESDP	European Security and Defence Policy	MP	member of parliament
EU	European Union		
FDFA	Federal Department of Foreign Affairs		

NATO	North Atlantic Treaty Organization	SSR	security sector reform
NGO	non-governmental organization	SWEDINT	Swedish Armed Forces International Centre
NORLAM	Norwegian Rule of Law Advisers	SWISSINT	Swiss Armed Forces International Command
OECD	Organisation for Economic Co-operation and Development	UN	United Nations
OGNs	Operational Guidance Notes	UNDP	United Nations Development Programme
OHCHR	Office of the United Nations High Commissioner for Human Rights	UNLIREC	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
OSCE	Organization for Security and Co-operation in Europe	UNMIL	United Nations Mission in Liberia
PA	Parliamentary Assembly	UNODC	United Nations Office on Drugs and Crime
PAP-DIB	Partnership Action Plan on Defence Institution Building	UNOG	United Nations Office at Geneva
PCC SEE	Police Cooperation Convention for Southeast Europe	UNPOL	United Nations Police
PDO	Office of the Public Defender	UNSC	United Nations Security Council
PfP	Partnership for Peace	UNSCR	United Nations Security Council Resolution
PfPC	Partnership for Peace Consortium of Defense Academies and Security Studies Institutes	UNSOM	United Nations Assistance Mission in Somalia
PMSCs	private military and security companies	US	United States
PSCs	private security companies	VPs	Voluntary Principles on Security and Human Rights
RBM	results-based management	WMO	World Meteorological Organization
SALW	small arms and light weapons	ZPSP	Zimbabwe Peace and Security Programme
SAS	Small Arms Survey		
SDC	Swiss Development Cooperation		
SDGs	Sustainable Development Goals		
SEESAC	South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons		
SLP	Sierra Leone Police		
SPS	Science for Peace and Security Programme		
SRSG	Special Representative of the Secretary General		
SSG	security sector governance		
SSG/R	security sector governance and reform		

DCAF at a Glance

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is one of the world's leading centres in the area of security sector reform (SSR) and security sector governance (SSG). The Centre was founded in October 2000 on the initiative of the Swiss government.

DCAF's membership includes 63 member states and six permanent observers.

DCAF's core services include:

- ▶ Advisory support and practical assistance in the development and implementation of policies in the area of SSG and SSR;
- ▶ Assessment, design, implementation, monitoring, and evaluation of SSG/R projects;
- ▶ Capacity-development and training;
- ▶ Development of knowledge products, services, and tools for policy-makers and SSR practitioners.

DCAF is based at the Maison de la Paix in Geneva with permanent offices in Beirut, Brussels, Ljubljana, Ramallah, Tripoli, and Tunis. DCAF has five operational divisions (Southeast Europe, the Middle East and North Africa, sub-Saharan Africa & Gender and SSR, Public-Private Partnerships, and the International Security Sector Advisory Team), as well as a research division. DCAF employs some 160 staff from almost 40 countries.

In 2015, DCAF's overall budget reached 34.6 million Swiss francs – of which Switzerland financed 58 per cent and other member states and international organizations 42 per cent. All funding to DCAF is eligible as Official Development Assistance.

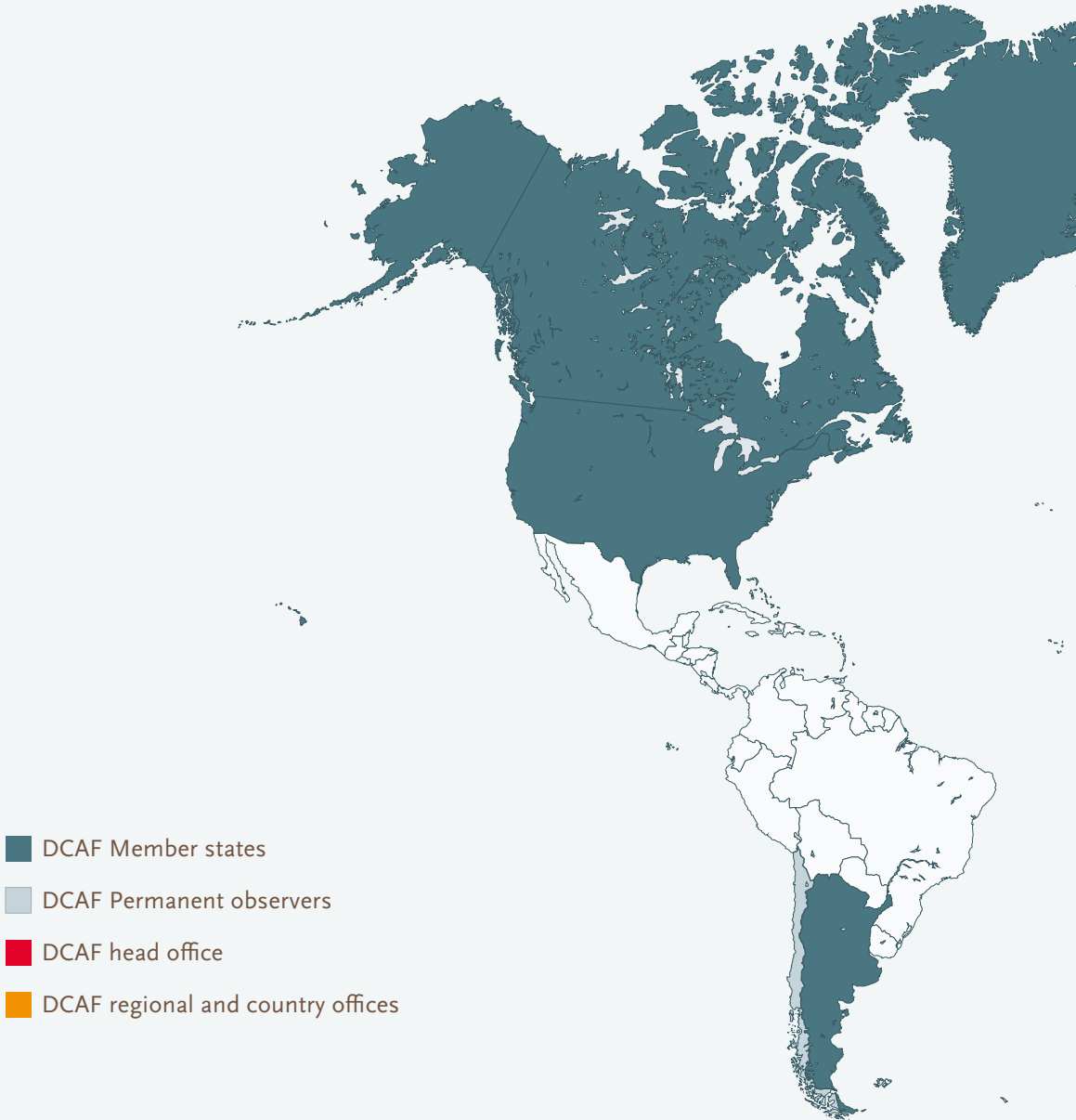
For detailed information about DCAF, visit www.dcaf.ch

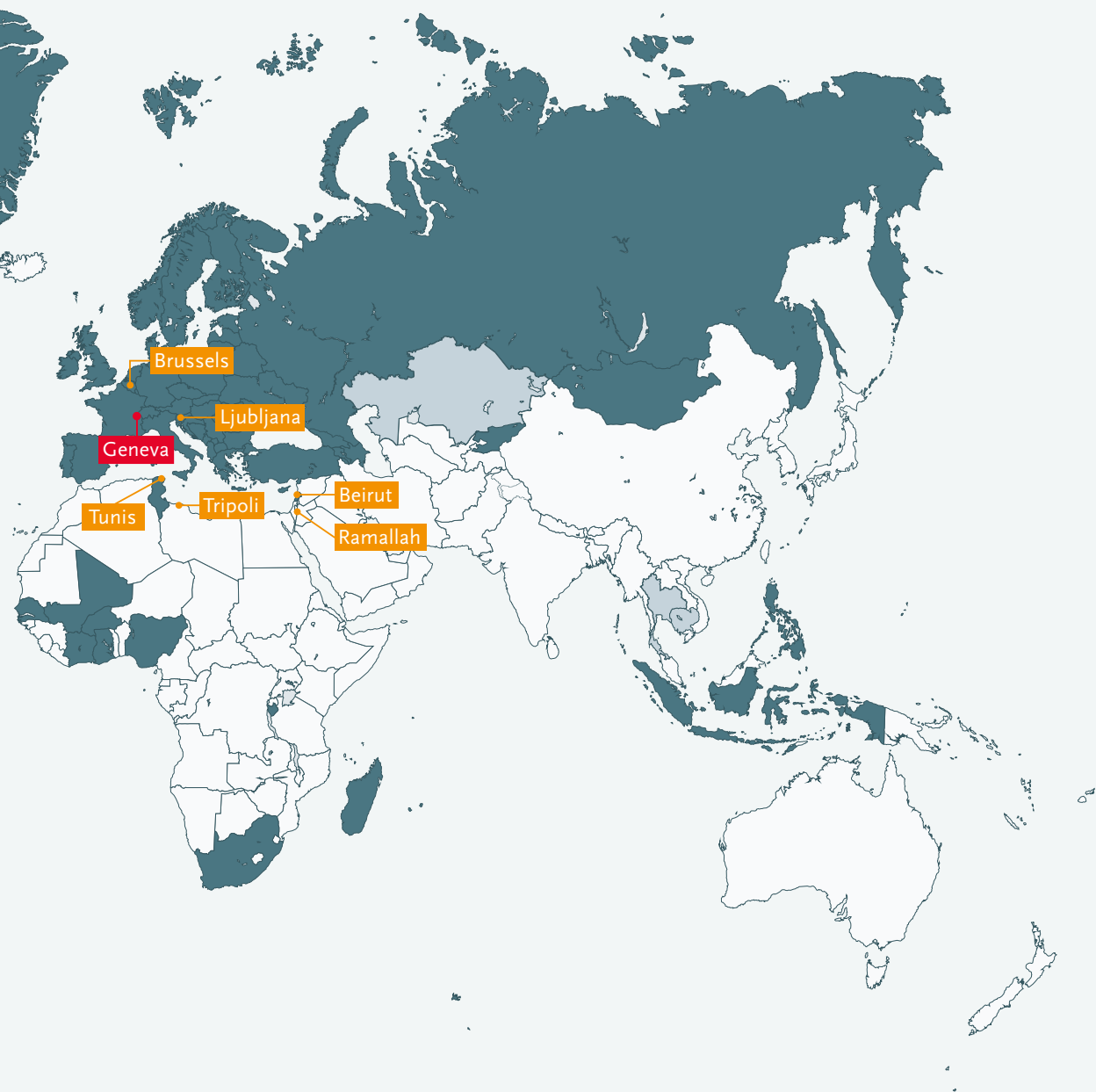
Security sector reform

Security sector reform is the political and technical process of improving state and human security by making security provision, management, and oversight more effective and accountable, within a framework of civilian control, rule of law, and respect for human rights. The goal of SSR is to apply the principles of good governance to security institutions.

SSR is recognized as an essential peacebuilding tool and a means to help prevent conflict, strengthen rule of law, and establish a conducive environment for political, social, and economic development.

DCAF Member States 2015





Brussels

Ljubljana

Geneva

Tunis

Tripoli

Beirut

Ramallah

Director's Introduction: Change of the Watch



DCAF Director Theodor Winkler and DCAF Honorary President Adolf Ogi during DCAF's fifteenth anniversary celebrations. Maison de la Paix, Geneva, 29 September 2015 © DCAF 2015 / Patrice Moullet

In September 2015, some 200 guests gathered on the rooftop terrace of the Maison de la Paix in Geneva to celebrate DCAF's fifteenth anniversary. The festivities were held in the presence of the former Federal Councillor Adolf Ogi, under whose presidency the very first meeting of DCAF's Foundation Council took place fifteen years ago at the Hotel President Wilson in Geneva.

Since its establishment in 2000, DCAF has experienced unprecedented development. The Centre's membership has grown from 23 to 63 member states and six permanent observers. Staff increased from ten to 160, the budget from two to almost 35 million Swiss francs, the number of donors from one to over 30.

To complement the work done from the Geneva headquarters, DCAF's regional and country offices opened in Beirut, Brussels, Ljubljana, Ramallah, Tripoli, and Tunis.

Today, DCAF is recognized worldwide as one of the **leading centres of excellence** for security sector governance and security sector reform. It has become an important institutional partner on SSG/R matters for the United Nations, the European Union, the OSCE, the OECD, the African Union, ECOWAS, and a number of governments in Europe, the Middle East, Africa, Central and Southeast Asia, and Latin America. DCAF has an exemplary record unique in the world with respect to specific SSG/R issues such as parliamentary oversight of the security sector, gender and SSR, ombuds institutions for the armed forces, and private security governance. In 2015 alone, the Centre was running some 400 projects on the ground and received 45 new mandates from Switzerland and 65 from other donor countries. For the sixth consecutive year, DCAF features among the world's top organizations on the *Global Go To Think Tank Index* with high rankings in both the 'Transparency and Good Governance' and 'Defense and National Security' categories.

The key to DCAF's success is a combination of many factors:

- ▶ The Centre's position at the crossroads **between an NGO and an international organization**, combining the flexibility of the former with the stamina and mobilization capability of the latter. The qualities DCAF possesses as an international organization will, however, gain in importance in the long term. Negotiations on a headquarters agreement with Switzerland are already underway.
- ▶ The combination of working at the **strategic, analytical, and operational** levels, which is unique to DCAF.
- ▶ The Centre's **holistic** approach, which allows it to cover not only armed forces but all components of the security sector, as well as all forms of its oversight.
- ▶ The Centre's **flexibility** and constant readiness to adapt its field of action to rapidly evolving political environments. This approach has allowed DCAF to progressively add new and important dimensions to its work such as public-private partnerships, cyber, gender and SSR, global health and security, and many others.
- ▶ DCAF is an organization that listens and does not believe in a "one size fits all" approach. SSG/R should be context-sensitive and require **local**

ownership in order to become effective and meaningful. Local capacity building is therefore an integral part of DCAF's work.

- ▶ DCAF's policy of **impartiality, neutrality, and discreetness**, like that of many organizations originating from Switzerland.

DCAF is catering to the needs of several critical groups of states:

- ▶ **Countries in transition to democracy.** Young democracies are a fragile species. The power structures inherited from the totalitarian past are not only wasteful, but become a dangerous state within the state (or perhaps several rival factions within it). There can be no stability, no security, and no rule of law if this "inner state" is not dissolved and if civilian control over the security sector is not firmly established.
- ▶ **States emerging from conflict.** For these states, the ability to control the security sector in a transparent, accountable, and responsible manner is a precondition for success. Conflicts tend to leave behind significant residual violence and, if the government does not succeed in guaranteeing security to all citizens, the old conflict is more likely than not to flare up again. SSG/R are therefore crucial tools in conflict prevention, conflict resolution, and post-conflict reconstruction.
- ▶ **States caught in the trap of humanitarian aid.** SSG/R are a key to helping countries overcome dependency on humanitarian aid and to assisting them on the road towards economic development. Without security there cannot be any development, nor rule of law. No one invests in a war zone. That is why SSG/R must be an integral component not only of peacebuilding, but also of development cooperation.

Today, addressing the consequences of **globalization** poses yet another set of increasingly important challenges. In this category there are global actors that tend to escape national regulation, while at the same time the international community cannot agree on the rules of the game for them. Among such actors are private military and security companies (PMSCs), the extractive industry, and technology companies specializing in internet-related services. In order to avoid a widening normative gap in these key areas, new forms of public-private partnerships, based on soft international law, are becoming increasingly necessary. In response to this challenge, DCAF supports a number of multi-stakeholder initiatives that bring together governments, industry, and civil society organizations in order to define the rules of the game in a politically binding form. Among them are the Montreux process for PMSCs; developing benchmarks for the extractive sector companies under the Voluntary Principles on Security and Human Rights; and initiatives in the area of cyber security and internet governance.



Outgoing DCAF Director Ambassador Theodor Winkler and the incoming DCAF Director Ambassador Thomas Gürber.
© 2016 DCAF / Heluidio Albino

Other issues that need to be urgently addressed from an SSG/R perspective include:

- ▶ The rise of violent extremism and fundamentalism
- ▶ Organized crime
- ▶ Irregular migration and trafficking in human beings
- ▶ Urban security
- ▶ The use of the security sector for the management and prevention of global health crises

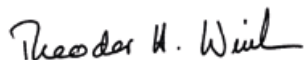
These issues are mutually interlinked and evade easy solutions. They will require a coordinated response that encompasses most areas of policy, including a strong SSG/R component.

The need to address these challenges was recognized in the **Sustainable Development Goals** – an intergovernmental set of goals, adopted by global leaders in 2015, to be achieved by 2030, of which Goal 16 (Peace, justice, and strong and accountable institutions), Goal 5 (Gender equality) and Goal 11 (Sustainable cities and communities) are particularly relevant to DCAF's work. DCAF's ability to provide effective solutions and contribute to the achievement of the Sustainable Development Goals will be critical in the years to come.

On 30 June 2016, I shall – after 16 years in office – hand over the directorship of DCAF to my successor, **Ambassador Thomas Gürber**, an experienced Swiss diplomat with extensive knowledge of the SSG/R agenda and multilateral cooperation. I am handing over the Centre to Ambassador Gürber with great confidence. With him at the helm, DCAF will be in good hands.

I would like to seize this opportunity to express deep gratitude to all those who supported DCAF and me personally over the last 16 years: first and foremost, the talented and dedicated DCAF staff in Geneva and abroad; the Swiss government, without whose unwavering commitment and support DCAF would not have been possible; our donor governments, whose generous – yet voluntary – contributions allowed for DCAF's unprecedented development; our partners around the world and within International Geneva and the Maison de la Paix, whose commitment and cooperation made DCAF's most ambitious projects possible; and last but not least, all those who put their trust in our organization over the past 16 years.

I look back with pride at what DCAF has achieved and wish the Centre, its incoming Director, and its team continued success in the years to come.

A handwritten signature in black ink that reads "Theodor H. Winkler". The signature is written in a cursive, slightly slanted style.

Ambassador Dr. Theodor H. Winkler
DCAF Director

Monitoring
Results:
What DCAF has
Achieved in 2015

Monitoring Results: What DCAF has Achieved in 2015

Introduction

Multilateral organizations, bilateral donors and private actors are under increasing pressure to demonstrate results produced by their support to both partner countries and their own stakeholders. The difficult economic climate has only accentuated this need. At the same time, measuring results in the field of security sector reform (SSR) and related areas is considered to be particularly challenging given the often-qualitative nature of changes to be observed in good governance of the security sector. Against this background, in 2014 DCAF began the process of introducing results-based management (RBM) at the corporate level as a tool for tracking how the organization contributes to change in a meaningful and measurable way. The decision followed a recommendation made in an independent external evaluation of the three Geneva Centres, and was reflected in the Swiss Federal Council's dispatch to the parliament on the framework credit for 2016–2019 for the Geneva Centres, as well as in DCAF's strategy paper for 2016–2019.

The purpose of DCAF's transition to a corporate approach to RBM is threefold. For obvious reasons, it is expected to strengthen accountability and reporting towards partners – both donors and beneficiaries of the support DCAF provides. In particular, the corporate approach to RBM will enable comparative analyses of results. This should strengthen DCAF's ability to report on its contributions in a systematic and empirically founded manner. Moreover, DCAF's transition to corporate-level RBM is intended to enhance strategic management and steering of the organization. Indeed, improved empirical knowledge is a precondition for more informed decision-making, which in turn can facilitate timely adaptation to emerging challenges. Finally, DCAF expects RBM to reinforce its lessons-learning system, thus contributing to increased effectiveness, efficiency and sustainability of DCAF's interventions. At the same time, the lessons identified should feed more broadly into emerging policy discussions among the wider SSR community. It is important to note, however, that RBM remains a tool, not a panacea. In essence, it will

serve as a means for fulfilling accountability obligations, informing strategic steering and encouraging corporate learning.

The transition to RBM is a process that takes time. It requires building both the organizational culture and the necessary skill-sets to support it. RBM is not an entirely new tool for DCAF, however; indeed, DCAF divisions have over the years established a variety of methodologies for monitoring and evaluation (M&E) of projects and programmes. What was missing, though, was a strategic approach at the corporate level that incorporated all these efforts in aiming at a common goal and with a shared understanding of how to attain it. In essence, the corporate RBM system adds a strategic layer to M&E mechanisms which are already in place at the divisional level. Most importantly, the corporate monitoring system ensures that the focus of monitoring efforts lies on the strategic medium- and long-term results.

In the past year DCAF's transition to corporate-level RBM has focused on the first round of piloting the monitoring of its results framework. Thus the main purpose of this chapter is to provide insights into some of the results to which DCAF contributed in 2015, and to draw some preliminary lessons from this experience.

To situate the first round of piloting in a broader context, the chapter first gives an overview of DCAF's process of transitioning to RBM, followed by a brief presentation of the corporate results framework, which details what DCAF as a whole wants to achieve. The main part of the chapter presents and discusses what DCAF has achieved in 2015, using a representative selection of results to which the organization has contributed in the course of the past year. Based on this rich experience, the following section sets out a number of emerging lessons from DCAF's support in SSR and related areas in 2015. The chapter concludes with a brief outline of the way forward for consolidating DCAF's RBM system, namely the second and final round of piloting the monitoring of its results framework in 2016.

Overall, the chapter shows how far DCAF has already advanced in piloting the monitoring of its results framework. In particular, for the reporting period, over 50 monitoring reports have been collected from across DCAF's divisions; while these reports do not yet cover all DCAF projects and programmes, and thus constitute only a sample of the breadth of DCAF's support, they already provide valuable preliminary insights into DCAF's achievements. There are a number of common trends. For instance, in 2015 DCAF's support often contributed to the amendment or drafting of laws and policy frameworks in line with international norms and principles of good governance, the implementation of legal and policy frameworks, or the establishment of institutional

structures aimed at enhancing oversight and accountability of a security sector. DCAF has also contributed to international actors strengthening the coherence and effectiveness of their support to SSR. There are emerging patterns on lessons from DCAF support, in terms of both what approaches have demonstrated their value in contributing to sustainable reform processes and how to deal with common challenges in SSR support. As DCAF continues to explore and build on these lessons, it will contribute in the long term to the development of empirically based evidence on enhancing international support to SSR. In the meantime, there is first a need for DCAF to consolidate what has been achieved so far. Its transition to RBM will continue to be an incremental process that will build on the lessons identified in the first round of piloting.

How has DCAF's corporate approach to RBM been developed?

The transition to a corporate approach to RBM is an organization-wide process. To garner full support for its implementation and pave the way for successful institutionalization, DCAF's transition to RBM was designed to combine both bottom-up and top-down approaches. On the one hand, the establishment of a regular dialogue at the Directing Board level provided strategic direction throughout the process. On the other hand, the creation of an internal working group on RBM, led by the Research Division and bringing together experts from various divisions, ensured the integration of input across divisions at the working level.¹ DCAF's internal RBM process also benefited significantly from external expertise. Throughout the process, technical advice was provided by quality assurance experts from the Swiss Development Cooperation (SDC), drawing on their breadth of experience in the field of RBM. The biannual joint DCAF-SDC workshops on RBM provided crucial stepping-stones in this process.

DCAF's RBM process can be divided into four phases:

- ▶ *Theory of change.* In the first phase, DCAF sought to lay the groundwork for the development of an organization-wide results framework by articulating a corporate theory of change. A first attempt at formulating such a theory and translating it into a results diagram was presented at the first DCAF-SDC RBM workshop in March 2014. A key lesson learned was that it is not possible to develop a corporate theory of change without first identifying the specific approaches of individual divisions.

¹ Since its establishment in October 2014, a dozen meetings of the internal working group have been held to carry the RBM process forward.

- ▶ *Results framework.* In a second phase, DCAF divisions reflected on their internal theories of change, with the aim of using them as building blocks for developing a corporate results framework. At the second RBM workshop, held in October 2014, DCAF divisions presented their individual theories of change and identified commonalities between them. Following the workshop, the internal working group was set up to move the process forward, and in particular to develop a DCAF results framework which captures the organization's strategic goals.
- ▶ *Fields of observation.* The finalization of the corporate results framework marked the beginning of the third phase of DCAF's internal RBM process, which focused on the identification of fields of observation and the selection of indicators to populate the results framework. During the third RBM workshop in April 2015, participants discussed approaches to monitoring the corporate results framework, identified fundamental elements of a data collection strategy and discussed indicators at the outcome level. In recognition that the development of an RBM system requires a certain element of "trial and error", the workshop resulted in a decision to conduct two rounds of piloting the corporate RBM system over the period 2015–2016.
- ▶ *Piloting.* The fourth phase of the process involved preparation of the first round of piloting. On the basis of consultations with DCAF divisions, the Research Division produced internal guidance material, including templates for reporting information, and provided training to staff from across the divisions to facilitate piloting the corporate monitoring system. The implementation of the first round of piloting was the subject of the fourth RBM workshop held in October 2015. Its aim was to create a shared understanding of the roles and responsibilities of divisions in the monitoring process and kick off the first round of piloting, which took place between October 2015 and February 2016. Also, as of 2016 a dedicated project officer position has been established under the Research Division's RBM/M&E Programme to give sustained long-term support to the corporate RBM process.

During the first round of piloting, over 50 monitoring reports at the levels of immediate and intermediate outcomes were collected. This sample of monitoring reports included projects and programmes that had yielded strategically important results in 2015. While meant only to offer a snapshot of DCAF's support to SSR, the reports covered a wide range of projects and programmes and proved to be fairly representative of the whole spectrum of DCAF's activities. Approximately 70 per cent of the reports covered examples of support to national actors, while close to 30 per cent related to support provided to international actors in the area of SSR. The thematic focus of support was clearly on democratic governance (over 45 per cent), followed by

activities related to law enforcement and defence (approximately 20 per cent each), civil society empowerment (13 per cent), private security governance (11 per cent) and criminal justice (9 per cent)². In geographic terms, more than 40 per cent of the reports covered support in Southeast Europe, followed by DCAF's other areas of concentration, namely New Independent States (15 per cent), MENA (Middle East and North Africa – 15 per cent), sub-Saharan Africa (13 per cent) and Southeast Asia (6 per cent). It has to be noted, however, that while providing a fairly broad sample of DCAF's work, the reports are not representative of all DCAF's activities and these figures do not account for all DCAF's current areas and countries of engagement.

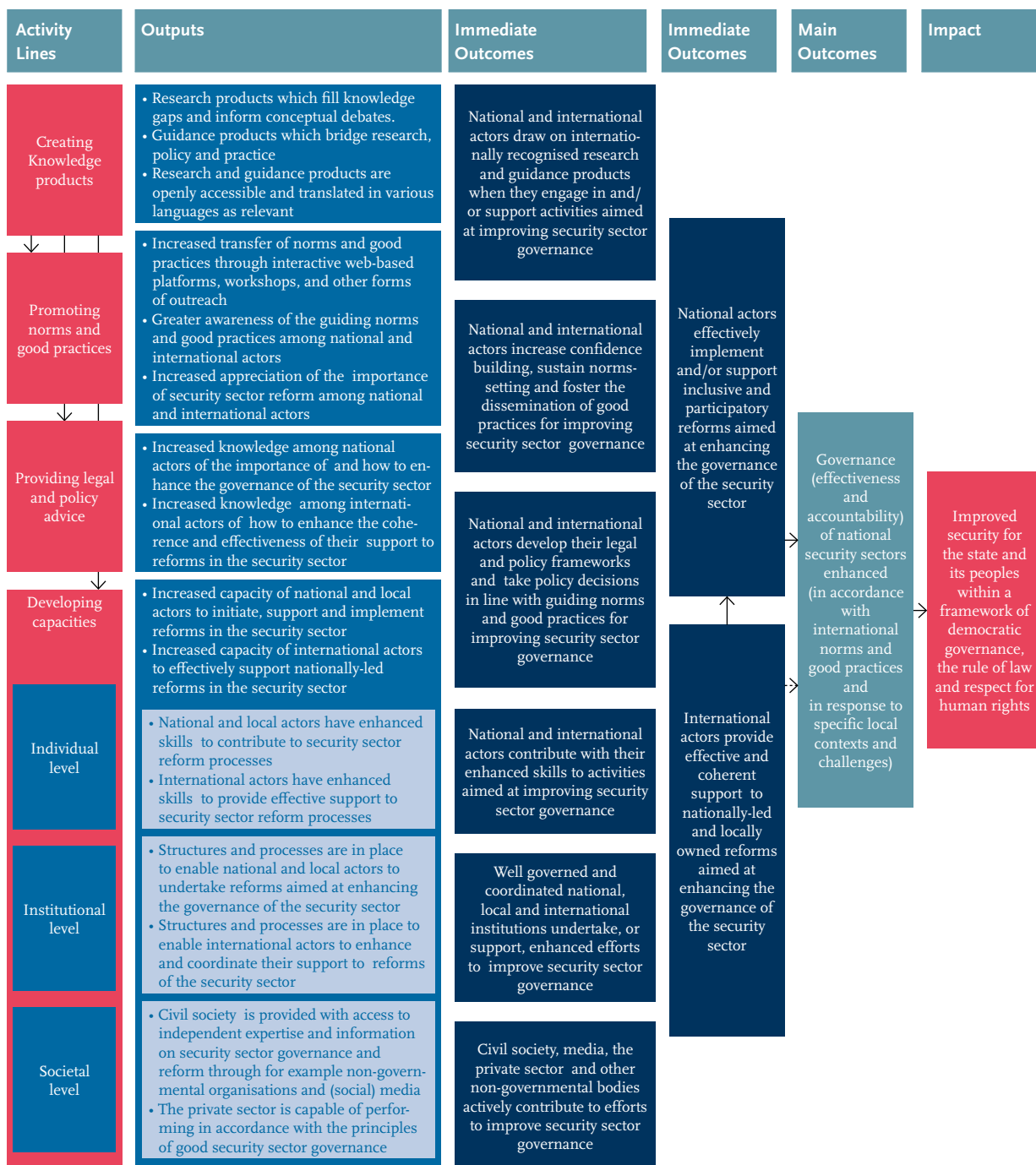
What results is DCAF seeking to achieve?

RBM intends to answer the question "What have we achieved?" For this to be answered, it is first necessary to examine what the organization wants to achieve. The ultimate goal of DCAF (see **Impact** in Figure 1) is to contribute to improved security for its partner states and their peoples within a framework of democratic governance, the rule of law and respect for human rights. It is expected that if there is enhanced governance of a national security sector, there will be improved security for the state and its people. The impact is therefore to be achieved by contributing to enhanced governance of national security sectors (*main outcome*) through supporting measures to improve both the effectiveness and the accountability of national security sectors.

There are two main avenues for achieving this (see **Intermediate Outcomes** in Figure 1). The first is direct support to national actors to implement effectively and/or promote inclusive and participatory reforms aimed at enhancing governance of the security sector. This recognizes that national actors first and foremost hold the responsibility for SSR: DCAF can only support their efforts, while maintaining at all times the principle of local ownership. The second avenue is to assist international actors to provide effective and coherent support to nationally led and locally owned reforms aimed at enhancing security sector governance (SSG). It is recognized that supporting international actors is not likely to result directly in enhanced governance of the sector, but these actors contribute to such efforts through their own support to national actors. Investing in strengthening international support is considered vital for DCAF because it contributes to the development of global norms on SSR and enhancing the coherence and effectiveness of a significant proportion of international SSR support.

² Several of the monitored projects and programmes matched more than one of these thematic categories and have therefore been assigned to more than one category. For this reason, the percentages total over 100 per cent.

Figure 1: DCAF's corporate results framework



For both avenues of support (to national and international actors), DCAF works along four main **activity lines** to achieve its outputs and immediate outcomes (see Figure 1). The activity lines consist of:

- ▶ creating knowledge products
- ▶ promoting norms and good practices
- ▶ providing legal and policy advice
- ▶ developing capacities at the individual, institutional and societal levels.

The **outputs**, such as enhanced skills or greater awareness of norms and good practice, are the direct results of these activities. **Immediate outcomes** reflect the usage of the outputs; for instance, whether the enhanced skills acquired by security sector actors through DCAF-led training were subsequently used to contribute to efforts to improve SSG.

In broad terms, DCAF's corporate results framework contains two components: the higher and lower levels of the results chain. The higher level consists of the impact, main outcome and intermediate outcomes. This level of the results chain is recognized to be beyond DCAF's control, yet it hopes to contribute to results at this level through its various activity lines. The lower level of the results chain consists of the activity lines, outputs and immediate outcomes. It is considered that DCAF has control over the outputs, and to some extent the immediate outcomes. The main purpose of DCAF's strategic monitoring is to determine **whether it is contributing to immediate and intermediate outcomes** (columns in the red panel in the results framework in Figure 1). Unlike project or programme monitoring conducted by divisions, **DCAF corporate monitoring therefore exclusively focuses on contribution to intermediary results that link results at the lower level with results at the upper end of the chain.** This is a reflection of the fact that DCAF should aim to contribute to long-term and sustainable change. At the same time, however, it would be unrealistic to expect that medium- to long-term results could be identified for each project/programme in every monitoring period (year). At times, results may take several years to materialize.

What results has DCAF achieved?

In 2015 DCAF contributed to a wide range of medium- to long-term results, some of which emanated from relatively recent activities while others were the product of multiyear projects and programmes. The focus of this annual report therefore lies on results which are indicative of how DCAF is contributing to inclusive and participatory reforms aimed at enhancing the effective and accountable provision of security within the framework of democratic governance, the rule of law and respect for human rights. This

Box 1. Attribution versus contribution



Throughout this report, DCAF uses the term “contribution” to results. While DCAF may “achieve” short-term results that are directly attributable to its activities, it is only possible for it to “contribute” to medium- and long-term results. Results at this level are owned by the beneficiaries of DCAF support. Moreover, it is recognized that actors other than DCAF may also have played a role in contributing to these results. It is nonetheless important for DCAF to track its plausible contribution to medium- and long-term results to ensure that its efforts are leading to meaningful and positive change as posited by the theory of change on which DCAF’s results framework is based. This chapter therefore highlights the results to which DCAF has plausibly contributed.

section offers a comparative analysis of these results, structured according to the main activity lines specified in the corporate results framework. (These results are also presented in text boxes throughout the subsequent chapters of this annual report.)

The results reflected in this chapter are drawn from the monitoring reports collected during the first round of piloting (see Box 2). **DCAF has contributed to the accomplishment of many more results than those described in this report.** However, for the purposes of DCAF’s corporate monitoring, only results that are considered of strategic importance and, accordingly, reflect progress beyond the output level are highlighted. Furthermore, the analysis that follows emphasizes DCAF’s support to national actors. This reflects the fact that less than 30 per cent of the monitoring reports cover support to international actors this year, particularly the United Nations (UN) and the Organization for Security and Co-operation in Europe (OSCE). In practice, however, DCAF is engaged in significant activities with other multilateral organizations, such as the African Union (AU), European Union (EU) and Economic Community of West African States (ECOWAS), which have not been reflected in this round of piloting.

The development of knowledge products


The first activity line of DCAF’s corporate results framework is the development of knowledge products, such as research studies, operational guidance and web-based software applications. These products are intended to bridge the gap between research and policy by offering guidance on how to translate overarching principles and norms of SSR into practice, identifying good practices on how to undertake or support SSR and building empirical evidence for the provision of legal and policy advice. In general, the performance of knowledge products is measured by the extent to which they are used and, more importantly, the extent to which their utilization contributes to the improvement of SSG. Over the course of 2015 a large number of such products developed by DCAF have translated into tangible results.


First, **DCAF's knowledge products were used by national actors in the development or revision of legal frameworks or policy documents.** For example, in the case of support to effective regulation of private security company (PSC) arms holdings in  *El Salvador*, DCAF's country studies on the regulatory framework have informed the development of a national action plan for El Salvador which will be used as a resource for policy revisions currently envisaged by the government. The effective implementation of these new policies is expected to enhance the oversight and accountability of PSCs and their use of small arms and light weapons (SALW). Similarly, in the framework of DCAF's support to police reform in  *Myanmar*, three comparative studies – on police visions, legal frameworks of policing and systems of parliamentary oversight of the police in Europe and Asia – informed the revision of policy documents and the elaboration of proposals for legal reforms and enhanced police accountability. Senior management personnel of the Myanmar Police Force and members of parliament systematically used these knowledge products in drafting a new police vision, developing options for new legislation related to police governance and exploring mechanisms for holding the police accountable to the parliament.


Box 2. Selection of results

The results presented in this report are only illustrative of DCAF's support to SSR in 2015 and do not cover all results to which DCAF may have contributed. In particular, only the following categories of results were considered.

- *Results that were submitted through monitoring reports.* As part of the first phase of piloting, only a selection of projects/programmes is reported on this year.
- *Results that were at the outcome level (not outputs).* While many DCAF projects have generated outputs this year, outcomes are not always generated on an annual basis as these types of results may take years to materialize.
- *Results that have occurred in the past year.* Only results that have taken place over the past year are reflected in this report.
- *Results that are based on a clear theory of change.* To ensure that DCAF has plausibly contributed to the medium- and long-term results outlined in this chapter, only those that were based on a clear theory of change are included.

Second, **DCAF's knowledge products laid the foundation for the strengthening of national training initiatives.** DCAF's Toolkit on Police Integrity has been used to develop and deliver capacity building in police services in several countries. One example is  *Montenegro*, where the Ministry of Interior delivered pilot training to police officials on integrity building drawing on






the toolkit and e-learning courses developed by DCAF. In  *Bosnia and Herzegovina* the first-ever judicial bench book on domestic violence case evaluation and sentencing, produced by a panel of national judges with the assistance of DCAF, was adopted as official training material by the centres for judicial and prosecutorial training. The institutionalization of the bench book is expected to alter judicial practice and improve the judicial response to domestic violence.

Third, **DCAF's development of web-based applications and online knowledge platforms contributed to informed dialogue and evidence-based steering of nationally led SSR processes.** For instance, DCAF supported countries in the *Western Balkans* participating in the DCAF Border Security Programme in the development of a web-based instrument for Schengen self-evaluation which allows them to assess their level of legal and operational alignment with EU standards of border management. The results of the self-evaluation have guided the development of national action plans and specific measures aimed at reforming national border management systems in the Western Balkans. As part of its  *Libya* programme, DCAF set up an online legal database which serves as a bilingual inventory of national security sector legislation. The database aims to facilitate access to and promote a better understanding of Libya's security sector legislation as a basis for reform. Libya-based stakeholders (citizens, activists, legal professionals and authorities) make up more than half of the approximately 5,000 monthly users. The database has also become a reference among researchers around the world (such as the US Institute of Peace, Altai Consulting, International Institute for Democracy and Electoral Assistance and independent experts on Libya).



Promotion of norms and good practices

The promotion of norms and good practices constitutes the second activity line of DCAF's corporate results framework. In the context of national reform processes, this mainly includes the promotion of democratic norms and human rights, principles of good governance, such as transparency, accountability, responsiveness and participation, and the rule of law. At the international level, the focus lies primarily on the promotion of norms and good practices for donor support to SSR, such as national ownership, holistic approach, effective coordination and gender equality. The successful transfer and adoption of norms and good practices propagated by DCAF are broadly measured by the increase in the intensity of collaboration between both national security sector stakeholders and international donors, the initiation or persistence of multi-stakeholder processes and the extent to which national and international actors develop laws, policies or procedures in line with norms and good practices of SSG. DCAF has contributed over the past year to several results in this area.

First, exposure to norms and good practices promoted by DCAF translated into increased cooperation between multiple stakeholders.





For instance, following the promotion of norms and good practices for democratic oversight of the security sector at regional conferences and national dialogues in the *Western Balkans*, cross-regional cooperation between designated parliamentary committees and domestic dialogue on SSR have increased. Moreover, drafting and reviewing processes have become more inclusive and participatory. DCAF's activities to raise awareness of the existing normative frameworks and good practices for SSG in West Africa prompted the Ministry of Security and Civil Protection of  *Mali* to include a number of civil society organizations as permanent members in its Sectoral SSR Committee. Key members of the committee have started to engage with these organizations to gather input related to gender and human rights for the design of SSR processes targeted at individual security sector components. In *Southeast Asia* the promotion of norms and good practices in the area of democratic oversight and public accountability at the annual convention of the Inter-Parliamentary Forum on Security Sector Governance (IPF-SSG), which had triggered the launch of national multi-stakeholder dialogues on SSR in a number of countries, contributed to the institutionalization of a multi-stakeholder SSR study group in Cambodia. At the international level, DCAF's mapping study on multilateral organizations' approaches to SSR contributed to the *UN* taking measures to strengthen its partnerships with other multilateral organizations. In June 2015 the  *UN*,  *AU*,  *EU* and  *OSCE* held their first joint comparative and empirically founded discussion on approaches to SSR support, which has resulted in initial recommendations for enhancing multilateral cooperation in the area of joint planning and delivery, assessments and evaluations, and policy and guidance development.

Second, DCAF's promotion of norms and good practices contributed to growing normative commitment to reforms aimed at improving SSG.

For example, there is initial evidence that legal educators in  *Bosnia and Herzegovina* have begun sustaining the promotion of norms in the judiciary regarding issues of gender and justice. As a result of a series of DCAF-led workshops at the centres for judicial and prosecutorial training, participating legal educators have become "agents of change" by promoting international standards on domestic violence, gender-based harassment and gender bias in training for judges and prosecutors, speeches and interactions with the media. Alongside other DCAF support in the country, this is expected to contribute to the improvement of the judicial response to domestic violence and the systematic integration of gender perspectives within the judiciary system. In the case of support to the Montreux Document, DCAF's promotion of norms and good practices for the effective regulation of private military and security companies (PMSCs) has paved the way for  *Madagascar* to join the

initiative. The long-term awareness-raising activities in the framework of the Montreux Document have also encouraged a normative shift in the interpretation of the provisions of the document, which became more visible in the last year. As a result of a broader understanding of the applicatory scope of the document, including contexts outside armed conflict, there was increased engagement and participation by actors beyond government bodies that have traditionally been considered responsible for security.


Third, **the promotion of norms and good practices by DCAF contributed to the institutionalization of norms in legal, policy and institutional frameworks.**



For instance, dialogue with PSCs and national authorities in  Peru and  El Salvador on how to enshrine norms and principles regarding the good governance of PSCs' arms holdings and their use of SALW in their company practices and draft regulations for the private security industry respectively have started to inform practices on the ground. In the context of DCAF support to police reform in  Myanmar, norms and good practices in the areas of crowd management and community policing were effectively embedded in various draft legal and policy documents developed by senior management of the Myanmar Police Force. Moreover, in the framework of support to states participating in the Understand to Prevent pillar of the Multinational Capability Development Campaign initiated by the US Joint Forces Command, SSR good practice has been promoted by DCAF in its work on relevant chapters of an operational handbook for the military as well as through dedicated workshops and seminars. This has contributed, for instance, to the incorporation of SSR into the training of colonels at the General Staff College of the  German Armed Forces. This is expected to improve the role of the Federal Defence Forces, and operations of multinational military coalitions that Germany supports, in conflict prevention.

The provision of legal and policy advice

The third strand of DCAF activities consists of legal and policy advice to national and international actors, such as legal reviews and commentaries, recommendations on how to address shortcomings in existing legislation and policy frameworks, and practical guidance in the development of laws, policies and institutional bodies. DCAF's advisory support is often based on extensive empirical research. Measuring success in this area entails assessment of the extent to which legal and policy frameworks are developed in line with DCAF recommendations, and the nature and scope of policy decisions taken to implement newly created or revised laws and policies.

First, **DCAF's advisory support contributed to the development or amendment of legal frameworks governing national security sectors.** For example, as a result of advice in the field of migration management, the beneficiary





countries of DCAF's Border Security Programme in the *Western Balkans* developed a legal instrument that is aligned to European standards regarding regulation of the execution of joint return flights for the repatriation to their countries of origin of third-country nationals whose asylum claims have been rejected. In *Kosovo*³ DCAF expert input through its parliamentary assistance support contributed to amendments in the regulation of interception of electronic communications adopted in 2015, with the aim of ensuring that the law contains provisions requiring security agencies to report to parliament on these measures. In *Serbia* advisory support to the Ministry of Interior, and in particular the Police Directorate, contributed to increased consideration of human resource management issues in the revision of the legal framework for law enforcement. This is reflected in the new Law on Police, which prescribes merit-based, competitive selection processes and removes appointments from the direct control of the Minister of Interior. As a result of DCAF's advisory support to the  *Palestinian* authorities, a draft law for the National Security Forces has been developed. The law, which is supported by civil society, has been submitted to the Council of Ministers and the Office of the Presidency.

Second, **DCAF's advisory support contributed to the development or amendment of policy frameworks for SSR at national and international levels.** For instance, as a result of DCAF's policy advice, the government of  *Macedonia*⁴ developed an integrity plan for uniformed police. Similarly,  *Montenegro* initiated the revision of the training strategy of the Ministry of Interior in the area of police integrity. These two policy documents are expected to foster greater transparency within police services, reduce corruption and build confidence between the police and the public. Policy guidance offered by DCAF late in 2014 contributed to the *NATO Allied Rapid Reaction Corps* developing a more holistic approach to SSR that is starting to filter through to the planning, training and evaluation branches.

Third, **DCAF's advisory support contributed to the development of institutional structures at both national and international levels.** At the national level, drawing on advice provided by DCAF, the Ministry of Security and Civil Protection of  *Mali* established the Sectoral SSR Committee with a mandate to coordinate individual reform processes aimed at strengthening internal security. The committee has already taken a number of initiatives, including commissioning assessments of internal oversight mechanisms in the *Gendarmerie Nationale*

³ The Kosovo Assembly declared the territory's independence on 17 February 2008. While 37 member states of the DCAF Foundation recognize the independence of Kosovo as of the date of the publication of this report, 25 member states do not, and continue to refer to Kosovo in the framework of UN Security Council Resolution 1244.

⁴ Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".


and compilation of security sector legislation. In  *Serbia* DCAF's activities in support of a modern human resources management concept for the Ministry of Interior contributed to the institutional upgrading of the Human Resources Directorate to the Human Resources Management Sector, headed at the level of assistant minister. This is a clear signal of the commitment of the government to promoting the strategic importance of this function. In  *Tunisia* DCAF's policy recommendations following an evaluation of the Ministry of Interior's crisis communication resulted in the adoption of a crisis communication strategy by the Ministry. The strategy, which was drafted by a ministerial taskforce with DCAF's support, aims to strengthen the Ministry of Interior's capacity to communicate with citizens and outside partners in crisis situations, and includes the creation of a crisis communication cell. Additionally, defence institutions have become increasingly accountable due to institutional transformations triggered by DCAF advisory support. For example, the  *South African* Military Ombud, whose establishment has benefited from DCAF's legal advice, has proven to be an effective outlet for the grievances of members of the South African National Defence Force. Statistical information published in the last year illustrates that the ombuds institution was actively involved in the resolution of complaints. In its first two years of operation the Military Ombud received nearly 600 complaints, which reflects the high level of confidence and trust that members of the armed forces have in the institution. At the international level, DCAF's support has contributed to the development of institutional structures aimed at increasing the effectiveness and coherence of international support. For instance, DCAF's policy recommendations in its mapping study on the  OSCE's role in SSG/R has contributed to the adaptation of structures within the OSCE, including most recently in an OSCE field operation in view of strengthening its comprehensive approach to SSG/R support.








Capacity building at the individual, institutional and societal levels

The fourth strand of DCAF activities involves capacity-building initiatives at the individual, institutional and societal levels. The overall objective of capacity-building activities is to increase the ability of national actors to initiate, implement and sustain security and justice reforms in a manner consistent with democratic norms, principles of good governance and the rule of law. In contrast, capacity building targeted at international actors is intended to enhance the effectiveness and quality of the international donor community's support to nationally led SSR processes. In 2015 DCAF contributed to a number of results at the levels of individual, institutional and societal capacity building.

At the **individual level**, DCAF's support is often designed to inspire a service delivery mentality among personnel responsible for the management, provision and oversight of security by equipping them with the skills and



expertise required to respond effectively to the justice and security demands of the population in line with norms and good practices of SSG. One of the measures used to track results in this area is the extent to which trainees have successfully applied the skills and knowledge acquired through DCAF training.








First, **through capacity-building initiatives at the individual level, DCAF contributed to more effective delivery of training by national actors.** For example, DCAF's capacity-building activities laid the foundation for enhanced quality and content of teaching on gender issues in the judiciary system of  *Bosnia and Herzegovina*. This is because judges, prosecutors and legal educators trained by DCAF successfully applied both their newly gained knowledge in the areas of domestic violence, sexual and gender-based harassment and gender bias, as well as their newly gained skills in adult teaching methodology in the delivery of training at the centres for judicial and prosecutorial training. Similarly, DCAF's capacity-building support to peacekeeping training centres in different countries has contributed to strengthening training initiatives for peacekeeping personnel and enhancing the understanding and importance of SSR in the context of peacekeeping operations. For instance, staff of the Peace Support Operations Training Centre (PSOTC) in *Bosnia and Herzegovina* were able to deliver an advanced SSR training course with minimal assistance, and it is expected that by the end of 2016 training capacity will be sufficiently embedded to be substantially delivered without external support.

Second, **DCAF's capacity-building activities led to national actors taking measures to contribute to projects aimed at improving SSG.** Capacity-building initiatives on criminal intelligence in the area of border management in  *Albania*,  *Bosnia and Herzegovina*,  *Croatia*,  *Macedonia*,  *Montenegro* and  *Serbia* provided the impetus for officials to engage in developing joint cross-border operational measures to tackle organized crime threats identified through joint criminal intelligence and risk analysis efforts. Similarly, capacity-building initiatives targeted at the private security industry in Latin America and the Caribbean contributed to behavioural change among PSCs. In particular, armed security contractors operating in  *Peru* started to apply international SALW standards in the area of stockpile management as a result of DCAF-UNLIREC (UN Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean) training.

At the **institutional level**, DCAF assists in the establishment of structures and processes that enable national and international actors to deliver their services more effectively to improve the governance of the security sector. For instance, institutional capacity-building initiatives may focus on the improvement of

performance in the areas of financial, human resource and information management, the strengthening of internal and external oversight, and the enhancement of cooperation. In broad terms, the success of institutional capacity building is measured by indicators that reflect the quality of the implementation of newly created or enhanced management structures and processes, such as the extent to which they are used and to which they contribute to both effective and accountable provision of security and donor support to SSR.




First, **through institutional capacity building, DCAF paved the way for enhanced institutional processes.** In the Western Balkans, institutional capacity building of parliamentary defence and security committees contributed to committees in *Bosnia and Herzegovina*, *Kosovo*, *Montenegro* and *Serbia* playing a more active role in monitoring the implementation of laws applicable to the security sector and using the instruments and procedures for security sector oversight at their disposal. Capacity-building activities for parliamentary staffers also had a positive effect on democratic oversight of defence and security forces in the region. As a result of DCAF's assistance, parliamentary staff became more involved in providing substantive support to parliamentary defence and security committees, in particular in monitoring the implementation of specific laws, exercising budget scrutiny, and drafting and reviewing legislation. In the case of support to  *Palestine*, the utilization of the coordination platform that was established with DCAF support to enhance the effectiveness and efficiency of citizen complaints mechanisms contributed to an enhanced understanding of the roles and responsibilities of the complaints units of different security institutions. It also fostered a political consensus on how to improve the complaints system as a whole. It is anticipated that these results will translate into more effective and timely processing of alleged abuses and violations, thereby increasing the accountability of the Palestinian security sector. At the international level, DCAF supported the SDC and its partners in  *Honduras* in the development of effective processes for the management of SSR programme delivery. This contributed to partner organizations, the Inter-American Development Bank and the Alliance for Peace and Justice, adopting effective risk mitigation measures integrating international principles and best practices for effective SSR support.


Second, **DCAF's institutional capacity-building activities contributed to regional approaches to combating transnational security threats.** This was particularly evident in DCAF's Border Security Programme, which is engaged in  *Albania*,  *Bosnia and Herzegovina*,  *Macedonia*,  *Montenegro* and  *Serbia* and is supported by  *Croatia* and  *Slovenia*. As a result of DCAF's capacity-building support at the institutional level, border police forces of these countries were able to participate in the organization and

execution of joint cross-border operations in the Western Balkans region and at the European level in line with provisions of the Police Cooperation Convention for Southeast Europe (PCC SEE). These first experiences in planning, preparing and conducting cross-border police operations in accordance with European best practice of border management are expected to build confidence between the beneficiary countries' institutions responsible for border security and facilitate future cooperation in combating organized crime. Moreover, in the context of these common operations, national border police services successfully applied institutional mechanisms supported by DCAF. For instance, national border police services in the *Western Balkans* developed mechanisms to exchange operational information on transnational crime detected during cross-border operations and feed this information into international police databases. Operational results from the common KOŠTANA 2015 operation on serious and organized crime forms associated with irregular migratory flows contributed to Europol's intelligence analysis efforts and the analysis of threats to the EU. Furthermore, in the context of PCC SEE implementation, the 11 contracting parties⁵ engaged for the first time in a targeted joint operational activity, which has also been an integral part of the larger-scale Europol Blue Amber "action days". The activity was the first step towards developing a harmonized operational cooperation approach and strengthening information exchange flows among the contracting parties in their fight against human smuggling.




At the **societal level**, capacity-building initiatives seek to empower civil society to participate in the governance of the security sector. For this purpose, DCAF support is aimed at strengthening the role of civil society in exercising civilian control over the security sector, raising public awareness of the security and justice needs of marginalized groups and the population at large, and informing policy-making in the area of SSG. These activities are complemented by capacity-building initiatives for the private sector, in particular the extractive industry, with the objective of improving the manner in which companies operating in complex environments manage their security. The success of such initiatives depends on the extent to which civil society, the media, the private sector and other non-governmental bodies actively contribute to efforts aimed at improving SSG. Indications may be found in, for instance, the frequency and quality of media coverage of security issues or the extent of independent civil society advocacy for improving the governance of the security sector. Significant results have been achieved by DCAF in 2015.

⁵ Albania, Austria, Bosnia and Herzegovina, Bulgaria, Hungary, Macedonia, Moldova, Montenegro, Serbia, Slovenia and Romania.

First, **DCAF's capacity building at the societal level contributed to civil society organizations actively participating in efforts aimed at improving SSG.** For example, DCAF's technical assistance to civil society in  *Mali* contributed to human rights organizations beginning to advocate for the timely and effective implementation of SSR processes. These organizations also made substantial contributions to the national dialogue on SSG. In addition to increased awareness raising, civil society organizations set up consultation mechanisms between local communities and security providers in different regions of the country. These are expected to build trust between the public and security forces as well as increase the responsiveness of security institutions to the justice and security needs of the population. As a further result of societal capacity building in Mali, civil society organizations started to cooperate actively in the dissemination of information and development of joint approaches to advocacy for SSR. Similarly, in  *Myanmar* DCAF's capacity-building activities enabled civil society organizations to articulate their proposals to enhance police accountability. In *Southeast Europe* researchers from different civil society organizations drew on skills acquired through training supported by DCAF to research challenges and gaps in the regulation of the private security industry in the region. This has resulted in publications which are expected to make a substantial contribution to the national dialogue on the oversight of PSCs. DCAF's capacity-building support has contributed to civil society organizations' ability to engage constructively with extractive companies to address security and human rights concerns. In  *Peru* the civil society organization *Socios Peru* has used the knowledge developed by DCAF and the International Committee of the Red Cross (ICRC) in the Security and Human Rights Toolkit to engage with companies in Peru on finding local solutions to current security and human rights challenges.

Second, **DCAF's capacity-building support laid the foundation for emerging reliance on civil society input and expertise in national SSR processes.** For instance, DCAF programming in  *Mali* targeted at civil society organizations contributed to the Ministry of Security and Civil Protection requesting the support of the Human Rights Commission in mobilizing key civil society and media representatives who had not yet been exposed to SSR training. Against this background, the Human Rights Commission in collaboration with three major civil society organizations developed modules on security, the role of human rights and gender in security, and the basic concept of SSR; in a first step, these were used in awareness-raising sessions for members of these three civil society organizations.

In sum, DCAF has contributed to significant results over the past year. A large number of these results consisted of the revision of legal and policy frameworks in line with existing norms and good practice. This includes, for


instance, legal instruments relating to border security or police governance. Policy documents developed include an integrity plan for uniformed police in  Macedonia, and the adoption of a crisis communication strategy by the Ministry of Interior in  Tunisia. Such policy and legal amendments have often been the result of DCAF's targeted knowledge products, policy and legal advice, and norms-promotion activities. DCAF's policy advice has also contributed to significant steps in developing new institutional structures, such as the Sectoral SSR Committee in  Mali. DCAF's activities aimed at promoting norms and good practices often contributed to increased dialogue and cooperation between different stakeholders of the security sector, the strengthening of normative commitment to reforms and the institutionalization of norms in legislation and policies. Finally, DCAF's support, particularly in capacity building, contributed to results in the areas of enhanced regional cooperation between security institutions, external oversight of the security sector and empowerment of civil society.



What has DCAF learned from its support?


One of the main functions of DCAF's RBM system is to build an evidence base for what works and what does not in SSR support. Based on analysis of the diverse monitoring reports, this section sets out a number of emerging lessons from DCAF's support in 2015. Although the lessons presented below are based on preliminary evidence from the first round of piloting, they are indicative of larger patterns that have crystallized over time. Yet these need to be further explored in the second round of piloting.

Using targeted knowledge products as an entry point for long-term reforms

The development of knowledge products that are targeted at a specific audience and with a clear objective has regularly been highlighted as an important factor in paving the way for support to long-term reforms. Indeed, the development of such knowledge products can provide opportunities to build relationships with national stakeholders, which facilitates tackling more sensitive issues later on; offer credibility for future DCAF support that is based on empirical evidence and/or specifically tailored to the context at hand; and provide data for measuring progress in implementation of reforms. Hence the development of targeted knowledge products, such as mapping or baseline studies, has often provided an important entry point for tailored long-term support.

Mapping studies conducted by DCAF have proved useful for its support in  Myanmar. A thorough analysis of the legal framework for policing in Myanmar as well as comparative research on international approaches to policing and police governance were considered crucial in providing a solid empirical basis for credible technical and policy advice on the development

of a new police vision, code of ethics and practices for crowd management. Furthermore, informed by a comparative study on good practices of parliamentary oversight of the police in Asia and Europe, members of parliament in Myanmar were enabled to formulate proposals to set up parliament–police liaison mechanisms as well as a new (sub)committee for police affairs. Comparative policy research by DCAF on ombuds institutions also contributed to strengthening the ombuds institution for the armed forces of the  *United Kingdom*. Consequently, the UK parliament passed new legislation granting the ombuds office substantially increased powers. In the case of DCAF support in  *Palestine*, the development of an assessment report on reunifying the security sectors in the West Bank and Gaza provided decision-makers with a detailed understanding of the challenges and recommendations for a way forward.


Similarly, the conduct of a baseline study and country assessments on the status of the regulatory framework was considered important in the context of DCAF's activities to enhance oversight of SALW control and non-proliferation in the private security sector in *Latin America and the Caribbean*. DCAF considers the baseline study essential to identify relevant authorities and actors in the private security industry whose support is critical for the initiation of reforms. At the same time, the study contributed to building confidence between DCAF and national stakeholders, which laid the foundation for more substantial discussions on changes in regulation of firearm holdings and stockpile management by PSCs. Finally, in the framework of DCAF's assistance to the  OSCE, the development of a mapping study provided the empirical basis for articulating a set of targeted recommendations for enhancing the coherence and effectiveness of the OSCE's approach to SSR, many of which the organization is continuing to implement several years later, such as the recent development of its first set of guidelines on SSG/R.

Identifying approaches to institutionalizing the reform process

Support to the institutionalization of reform processes was frequently highlighted as a precondition for the sustainability of progress. This is often a challenge in DCAF's capacity-building programmes, where trained staff may subsequently be moved to other positions and hence not have a chance to use or transfer their skills. It was a recurrent challenge in the context of parliamentary assistance support, where the frequent turnover of parliamentarians due to elections has at times hampered the ability to contribute to long-term results.

DCAF has identified numerous opportunities for supporting the institutionalization of reform processes. For example, as far as parliamentary assistance is concerned, in the *Western Balkans* it was particularly difficult to adjust the

content of parliamentary assistance activities after each election to cater to both highly experienced members of security and intelligence committees and those who were new to such topics. DCAF mitigated this challenge by engaging senior members of parliament in capacity-building events for newly elected representatives. In this way, peer-to-peer learning was encouraged. In *Southeast Asia* the approach taken was to support regular dialogue among parliamentarians at the regional level through the establishment of the Inter-Parliamentary Forum for Security Sector Governance in Southeast Asia. The forum created a network of incumbent and former parliamentarians who met on a yearly basis, and as such it was able to counter some of the challenges posed by the high turnover rate of parliamentarians.


DCAF has also recognized the need to invest where possible in long-term institutional reform strategies that go beyond capacity building aimed at individuals. In the case of  *Bosnia and Herzegovina*, the importance of supporting institutional changes to the judicial response to domestic violence was apparent, due to the lack of specialized courts for domestic violence criminal cases. Given that all criminal judges in the country could encounter such cases, it was considered challenging to focus on changing the practices of individuals. The approach DCAF took was, as mentioned above, to develop a judicial bench book, for judges by judges, which could be used by the judiciary as a resource on domestic violence. The bench book was adopted as official training material by the centres for judicial and prosecutorial training that are responsible for all required continuing legal education for judges and prosecutors in the country, thus ensuring its institutionalization as part of the regular curriculum.

Promoting inclusive and participatory processes

DCAF's support has often pointed to the inclusion and participation of stakeholders from the government, the security sector and civil society as being at the root of contributing to long-term results. Thus the creation of a critical mass of political consensus behind a reform process was identified as being key to successful programming in the area of SSR.


DCAF regularly promotes dialogue among a wide variety of actors to ensure the integration of critical input from multiple stakeholders and build confidence between security providers and the population. For example, in the Police Integrity Building Programme in *Southeast Europe* the involvement of all national stakeholders, including members of parliament, the judiciary, civil society organizations and the media, gave added value to police reform efforts. Similarly, DCAF's support to the development and implementation of the International Code of Conduct for Private Security Providers (ICoC) and its oversight mechanism, the *ICoC Association*, illustrated that equal and

meaningful multi-stakeholder participation is central to increasing buy-in to, and the credibility of, the ICoC. As a credible and neutral facilitator, DCAF played a crucial role in building confidence between public and private actors by enabling effective work processes and ensuring truly participatory engagement.



The importance of inclusive and participatory processes is also reflected in DCAF's work with multilateral organizations. For instance, DCAF promoted an inclusive approach to the development of the  OSCE's internal SSG/R guidelines which drew on the expertise of the OSCE's network of SSG/R focal points across its Secretariat, institutions and field operations. The guidelines were developed in a participatory manner which was informed by questionnaires, discussion at workshops for focal points, and numerous consultations. This contributed to the development of guidelines which are based on the organization's experience and draw on good practice from across the various contexts in which the OSCE operates. This is expected to encourage the subsequent implementation of the guidelines to strengthen the coherence and effectiveness of the OSCE's support to SSG/R.

Identifying civil society organizations with which to partner

A core tenet of SSR is the need to support civil society to play its role in contributing to efforts to improve SSG. The identification of national civil society partners is at times challenging, particularly outside a country's capital. In some cases such partners may not have the expertise to cooperate with DCAF on particular projects; in others they may not have the time or resources. It is essential, however, to engage civil society organizations early on in efforts to improve SSG.


DCAF has approached this challenge by building, to the extent possible, on existing networks of civil society in an effort to reach out to civil society organizations located in rural areas. This was the case, for instance, in  Mali, where DCAF focused on supporting civil society actors already organized in collaborative platforms with a nationwide scope. This helped to increase the outreach of DCAF's support to civil society and capitalize on the diversity of Malian civil society, while maintaining a manageable number of direct interlocutors. Moreover, DCAF prioritized engagement with existing communities of practice, such as in the areas of peacebuilding and human rights, based on their relevance to security challenges in the country. Due to their specific existing expertise, members of these platforms were able to make more immediate use of key SSR concepts.



In terms of capacity building, DCAF has recognized the value of strengthening civil society organizations' capacities in areas beyond SSR. For instance, in the case of DCAF's support to raising awareness on private security regulation

among partner organizations in *Southeast Europe*, efforts were also made to support their methodological research skills. This enabled these civil society organizations to enhance their contribution to undertaking effective analysis of the regulatory framework for PSCs. Similarly, in DCAF's partnership with a civil society organization on women's participation in border communities in rural areas of  *Liberia*, the efforts to build the administration and finance management capability of the organization have proven valuable in enabling better implementation, monitoring and reporting. At the same time, DCAF has learned the importance of acknowledging that professional civil society networks often cannot operate beyond the volunteer time available to their leaders and membership. In such cases it is necessary to avoid supporting a small professional organization to take on project work beyond its available resources. Among other examples, this was an important lesson learned in the case of DCAF's support to building the organizational capacities of the Association of Women Judges of  *Bosnia and Herzegovina* to engage in judicial reform.

Adopting multiyear commitments to promote long-term change

While short-term projects are sometimes a precondition for building confidence in cooperation down the line, multiyear commitments are a crucial factor in the performance of DCAF's interventions. Almost half the projects or programmes that exhibited significant progress at the outcome level were started at least three years ago. Accompanying the process from beginning to end is an important element of DCAF's approach, and reflective of the long-term nature of SSR interventions.

Multiyear commitments often entail a shift from supporting the development of normative frameworks to strengthening their implementation. For instance, DCAF's support to the development of international regulatory frameworks for PMSCs began with targeted policy research in 2004, which led to supporting the Swiss government and the ICRC in the development of the Montreux Document. Since then, DCAF's support to the initiative has evolved into assisting national and regional actors as well as the international community with the implementation of the Montreux Document, which has resulted in a number of states and international organizations, such as Australia, the EU and NATO, amending their regulatory frameworks for PMSCs in line with international good practice. Similarly, DCAF's support to strengthening the  UN approach to SSR began with the development of policy recommendations based on empirical research, and has now moved to assisting the UN in implementing a number of these recommendations, such as the development of technical guidance for UN staff. This has also generated the need for more targeted research aimed at supporting the implementation of its policy framework.

Along similar lines, DCAF's sustained engagement and willingness to deepen support have contributed to the integration of gender equality within the  Sierra Leone Police. Since the integration of gender issues in security institutions is a long-term process which depends on political will and national ownership, assistance to the Sierra Leone Police has required continued technical advice. This has contributed to the fulfilment of the mandate of the Sierra Leone Police Gender Unit, which was created as a result of initial programming support. Similarly, support to the PSOTC in  Bosnia and Herzegovina illustrated that the adoption of a phased approach to building an institution's capacity to deliver education and training on SSR was most effective in promoting it as a vehicle for transformation in the military sphere. While building the training capacity of the PSOTC in iterative cycles that have gradually increased the level of engagement and responsibility of the centre's trainers took more time, it sowed the seeds for sustainable change.

Overall, the first round of piloting shows that there is much to be learned from DCAF's support to national and international actors in the area of SSR. First, there are broad patterns emerging on what type of support is likely to be more sustainable. In particular, it was noted that multiyear commitments are often important to give the time to accompany a reform process properly and adapt support to evolving needs. Similarly, knowledge products targeted to a specific audience have been identified as offering an important entry point for DCAF support. The development of such products can contribute to building confidence with national and international stakeholders, as well as enhancing the subsequent credibility of DCAF's advisory support due to its empirical foundations. Second, despite the different contexts in which DCAF divisions operate, there is some similarity between the types of challenges that SSR projects and programmes face. For instance, the challenge of dealing with electoral cycles in national legislatures was identified in both Southeast Europe and Southeast Asia. Similarly, the challenge of engaging civil society in reform processes was apparent in DCAF's work in both Africa and the Western Balkans. While the extent of such challenges varies, there is much that can be learned from the approaches taken to overcome these problems. It is expected that as DCAF continues to reflect on the results and lessons of its support, it will be possible to explore and build further on these initial lessons. In the long run, this should contribute to the development of empirically based evidence on approaches to enhancing international support to SSR more broadly.

The way ahead

Just over a year since DCAF first charted the course for its transition to RBM, significant progress has been achieved. The first round of piloting of the corporate monitoring system has been completed as scheduled, producing a number of preliminary insights into the effectiveness and sustainability

of DCAF's programming. The collection of over 50 monitoring reports on DCAF's activities has enabled identifying and comparing a selective, yet quite representative, sample of results. The results are impressive, and highlight a number of common trends. In a nutshell, in 2015 DCAF's support often contributed to the revision or drafting of laws and policy frameworks in line with international norms and principles of good governance, the implementation of legal and policy frameworks, or the creation of institutional structures aimed at strengthening the oversight and accountability of the security sector. Other results include the institutionalization of training initiatives, enhanced engagement of civil society in efforts to improve SSG and increased coherence and effectiveness of international actors' support to SSR.

In May 2016 DCAF began its second round of piloting the corporate monitoring system. The current piloting seeks to build on lessons learned from practical experience gained during the first round of piloting, which was discussed at the fifth DCAF-SDC RBM workshop in April 2016. The workshop was intended to guide the adaptation of monitoring report templates, revision of the DCAF guidelines for monitoring and identification of further internal capacity-building needs. While progress has been achieved in a short time span, DCAF recognizes that its transition to RBM will continue to be an incremental process that involves a certain element of trial and error and unfolds in a series of gradual adjustments. Throughout the process, DCAF will emphasize "learning by doing" based on information and feedback from the practical application of the corporate monitoring system. Thus DCAF acknowledges that it will take multiple years to establish a methodologically sound RBM system that is fully integrated with management structures at both divisional and corporate levels. The first round of piloting has demonstrated that the current transition to RBM is on the right track.

At the same time, the process of transitioning to RBM itself, in addition to the expected end product, has already proven to be valuable. The numerous capacity-building sessions delivered in preparation for the first piloting round contributed to increasing the capacity for M&E across the house. This is likely to strengthen existing efforts at the divisional level. Moreover, the piloting has contributed to increased reflection on how to plan for results. This is expected to lead to the alignment of current DCAF project planning tools and frameworks to the corporate monitoring system. Finally, the process of collectively defining DCAF's strategic objectives and sharing lessons on how to overcome challenges is contributing to strengthening DCAF's ability to "deliver as one". DCAF looks forward to building on this progress in the coming years and, in particular, to strengthening the potential of its corporate RBM process in contributing to strategic steering, enhanced accountability and improved lessons learning in the field of SSR.

Cooperation with International Organizations

United Nations



Milestones

2007	DCAF supports the Slovak Republic's Presidency of the UN Security Council in holding the first-ever open debate on SSR
20108	DCAF's study on SSR and UN Integrated Missions, mandated by DPKO and UNDP, serves as the empirical basis for the first-ever UN Secretary-General report on SSR, A/62/659-S/2008/39
2010-2012	DCAF supports the development of the first set of UN Integrated Technical Guidance Notes on SSR
2013	DCAF supports a dialogue with UN Member States, UN bodies, and experts on the development of the second UN Secretary-General's report on SSR, A/67/970-S/2013/480
2014	DCAF's Head of the UN and SSR Programme is deployed to UN DPKO and contributes to the development and adoption of the UN Security Council's landmark, stand-alone resolution on SSR, S/RES/2151

The United Nations has been a pioneer in the development and promotion of SSR norms. Its rich normative framework includes one Security Council Resolution and two Secretary-General Reports on SSR, as well as numerous policy and guidance documents. Additionally, by virtue of its mandate, legitimacy, and early presence on the ground, the organization is a unique actor in the provision of operational support in the field. The demand for UN support to national SSR processes continues to rise, as reflected in the increasing number of Security Council mandates which call for the UN to provide assistance in this field. The first-ever UN Security Council Resolution on SSR, unanimously adopted in 2014, recognizes the "important role that the United Nations has played in supporting national efforts to build sustainable security institutions". At the same time, it underlines areas where further work is needed, such as balancing support to the individual components of the security sector with sector-wide approaches, strengthening partnerships with regional and sub-regional organizations, or enhancing the monitoring and evaluation of UN support to SSR.





DCAF's response

DCAF has been providing substantial support to developing and implementing the UN's emerging approach to SSR since 2006. In particular, DCAF has developed a strategic partnership with the Department for Peacekeeping Operations' SSR Unit, which is the focal point and technical resource capacity on SSR for the UN system. DCAF also collaborates closely with members of the United Nations Inter-Agency SSR Task Force, which is co-chaired by DPKO and the United Nations Development Programme and includes fourteen UN entities. Current DCAF priorities include, among others:










- ▶ Supporting the UN in the implementation of key provisions of UNSCR 2151 on SSR
- ▶ Supporting the UN in the area of policy and guidance development
- ▶ Providing technical advice to and capacity building for UN personnel at HQ and in the field
- ▶ Strengthening the UN's approach to monitoring and evaluation of SSR
- ▶ Supporting the implementation of the UNSCR 1325 and related resolutions on women, peace, and security
- ▶ Supporting dialogue on SSR among UN Member States and multilateral organizations

Key results 2015

DCAF's mapping study on multilateral organizations approaches to SSR has **contributed to the UN taking measures to strengthen its partnerships with other multilateral organizations**. For instance:

- The  UN,  AU,  EU and  OSCE held a first comparative and empirically-founded discussion on their approaches to SSR support (based on findings in the mapping study) in June 2015, which resulted in initial recommendations for enhancing multilateral cooperation in the area of joint planning and delivery, assessments and evaluations, and policy and guidance development.

Activities 2015

Conducted in	Activities	Partners / mandators
 UN HQ	<p>Support to the development and system-wide consultation of the UN Integrated Technical Guidance Note on Monitoring and Evaluation of SSR</p> <p>Mapping of multilateral organizations' approaches to SSR, with a focus on the AU, EU, OSCE, and UN to encourage an empirically-founded discussion on strengthening coordinated delivery in the field</p>	DPKO
	Support to the UN Group of Friends of SSR in holding a Ministerial-level meeting on the Sustainable Development Goals, in the margins of the 70 th session of the UN General Assembly	Slovakia
 Democratic Republic of the Congo	Evaluation of the sustainability, relevance, efficiency, and effectiveness of the UNDP Community Policing project	UNDP
 Georgia	Policy training on gender and complaints handling mechanisms to the Georgian MoD	UN Women
 Guatemala	Programme evaluation of the International Commission against Impunity in Guatemala	UNDP
Latin America and the Caribbean	Targeted capacity building and advisory support to national stakeholders in  El Salvador and  Peru to support the implementation of international instruments, standards, and technical assistance frameworks for small arms and light weapons control in the private security industry	UNLIREC
 Liberia	Evaluation of the new induction training for UNPOL officers working within UNMIL	UNMIL / UNPOL
 Mali	Inter-agency research project on the integration of gender within the security sector in Mali. New knowledge product: <i>The Security Sector and Gender: A survey of the National Police, Civil Protection, the Armed and Security Forces, Justice system and Penal services in Mali</i>	MINUSMA / UNPOL
 Pakistan	Assessment of the police training and education system in Punjab Province	UNODC

‡ Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as “The former Yugoslav Republic of Macedonia”.

Southeast Europe	Training on gender policy advocacy for the Armed Forces of  Bosnia and Herzegovina,  Macedonia [‡] ,  Montenegro, and  Serbia, in the framework of the UNDP / SEESAC project on 'Gender Equality in the Military'	UNDP / SEESAC
 Switzerland	Annual event for the Geneva-based diplomatic community, focused on issues of safety, justice, and good governance addressed by the Sustainable Development Goals	UNOG
	Conference '15 Years of UN Security Council Resolution 1325 on Women, Peace and Security – Review and Outlook'	Swiss FDFA

Upcoming

- ▶ UN Integrated Technical Guidance Note on Monitoring and Evaluation of SSR (2016)
- ▶ DCAF mapping study on *Supporting Nationally-Led Security Sector Reform: Multilateral Organisations' Approaches to SSR* (2016)
- ▶ Revision of the OHCHR Human Rights and Law Enforcement Training Package (2016)
- ▶ Support to the UNSOM – Puntland programme on security sector development (2016)
- ▶ Support to the UN DPKO in conducting a review of the UN's engagement in defence sector reform support (2016)
- ▶ Support to the UN DPKO in undertaking the External Review of the functions, structure, and capacity of the UN Police Division (2016)
- ▶ Joint DCAF-UNOG seminar for the Geneva-based diplomatic community on cyber and the need for multi-stakeholder initiatives in this area (2016)

European Union



Milestones

2005	The EU adopts a Concept for ESDP support to Security Sector Reform DCAF opens an office in Brussels
2008	DCAF opens an office in Ljubljana to host the secretariat of the Police Cooperation Convention for Southeast Europe
2009	The EU joins DCAF ISSAT's Governing Board DCAF receives its first advisory field support and training mandates from the EU
2013	DCAF completes an assessment for the European Commission concerning EU support to justice and security sector reform in Latin America and the Caribbean
2013–2015	DCAF implements the police accountability and good governance component of the EU project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management'
2015–2016	DCAF provides multi-faceted support to the EU to develop its new Strategic Framework on Support to SSR


The European Union is an important and continuously growing global player within the donor community contributing to the implementation of regional and national SSG/R processes. A number of EU institutions – including the European External Action Service and Commission services – and EU member states directly engage in supporting SSR through a multitude of complementary funding and implementation instruments. EU country and regional level strategies frequently identify SSR or SSR-related activities amongst the EU development and security priorities. The emergence of the EU amongst the most influential institutions in the field of SSR is reflected in the increasing number of SSR development programmes, grants, budget support operations, and CSDP missions that are funded or directly implemented by the EU.

DCAF’s engagement with the EU focuses on:

- ▶ Support to SSR policy development
- ▶ Advisory field support helping to shape EU engagement and delivery of security and justice services on the ground
- ▶ SSG/R capacity building for EU personnel at HQ and in field missions
- ▶ Addressing irregular migration, trafficking in human beings, and cross-border organized crime through cooperation on border security and law enforcement
- ▶ Improving accountability of police and intelligence services
- ▶ Implementing EU-funded projects to promote good security sector governance

All EU member states are members of DCAF, and the EU is amongst DCAF ISSAT’s multilateral Governing Board partners. DCAF operates regional offices in Brussels and Ljubljana, and the latter hosts the permanent secretariat of the Police Cooperation Convention for Southeast Europe. By assisting EU member states and EU partner countries in adopting and aligning SSG/R norms, standards, and practice, DCAF thus contributes to the reduction of the economic and social disparities in the enlarged EU and the enhancement of overall stability and security on the continent.

Activities 2015

Conducted in	Activities	Partners / mandators
 EU HQ	Support to the preparation and revision of the EU planning process for the new EU SSR policy, including case study analysis for DRC, Mali, and Ukraine; and facilitation of member state consultations	EEAS, DG DEVCO, DG NEAR, Governments of Slovakia and the Netherlands
	Sensitization of key trends, challenges, and lessons learned in SSR for EU Delegations	DG DEVCO
	Facilitation of a seminar on ‘A comprehensive approach to SSR – the EU-UN Action Plan with focus on Mali’	EEAS
	Two chapters for the new ESDC <i>Handbook on Missions and Operations</i> (one on SSR, the other on private security companies in civilian missions)	EEAS

 EU member states	<p>SSR training for government officials and practitioners</p> <hr/> <p>Introductory session on SSR for a CEPOL course 'Awareness on Security Sector Reform'</p> <hr/> <p>Oversight for seven projects on asylum, migration, and counter-trafficking in human beings in  Romania and  Bulgaria</p> <hr/> <p>Modules on gender and SSR for the ESDC-accredited biannual course on 'A Comprehensive Approach to Gender in Operations'</p>	<p>Governments of Austria, Finland, and the Netherlands</p> <hr/> <p>CEPOL</p> <hr/> <p>EU under the Swiss Cooperation Agreement for enlargement</p> <hr/> <p>Spanish/Dutch bilateral initiative on gender in operations</p>
 Guinea-Bissau	<p>Sensitization on SSR and support to the EU Delegation in Guinea-Bissau participating in the AU-EU-UN Joint Assessment Mission</p>	<p>EU Delegation in Guinea-Bissau</p>
 Myanmar	<p>Implementation of the police accountability and good governance component of the 2013-2015 EU project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management', including the formulation of a new police vision; update of the legal framework, doctrines, and manuals of the police; and developing methods to render the police more accountable to the Parliament</p>	<p>EU Instrument for Stability</p>
 Palestine	<p>Implementation of an EU-funded project to strengthen financial oversight of the security sector, including a legal review of the Palestinian Authority's anti-corruption mechanisms and the set-up of an expert task force on financial oversight</p> <p>Implementation of an EU-funded project to improve complaints mechanisms in the security sector</p>	<p>Office of the EU Representative West Bank and Gaza Strip</p>
<p>Southeast Europe</p>	 <p>Organization of joint operational exercises for border security personnel of the 11 Contracting Parties of the Police Cooperation Convention for Southeast Europe with the objective of improving alignment with EU standards and practices in cross-border law enforcement</p> <p>Cooperation in the areas of irregular migration and counter-trafficking in human beings</p> <p>DCAF-DemandAT research project on the security sector and law enforcement, focusing on public authorities' enforcing of criminal and relevant public law</p>	<p>EU, PCC SEE, DG HOME, CEPOL, Europol, Eurojust</p>

 Yemen	Implementation of an EU-funded project to facilitate dialogue among key stakeholders on the post-war stabilization process and the future of the Yemeni security and justice sector	EU Delegation in Yemen
 Zimbabwe	Documenting the experience of the Zimbabwe Peace and Security Programme (ZPSP)	EU Delegation in Zimbabwe

Upcoming

- ▶ Support for the development of the new EU strategic framework on SSR (2016)
- ▶ Support to the EU Delegation on project identification for justice reform programming in Guinea-Bissau (2016)
- ▶ Training for the European Union Police Services Training group (EUPST) (2016)

Organization for Security and Co-operation in Europe



Milestones

2001-2005	DCAF supports the development of the first systematic commentary of the OSCE Code of Conduct on Politico-Military Aspects of Security
2004	DCAF and the OSCE sign an MoU establishing a strategic partnership
2008	DCAF and OSCE/ODIHR publish the <i>Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel and the Gender and Security Sector Reform Toolkit</i>
2014	DCAF is a strategic partner of Switzerland during the Swiss Chairmanship-in-Office of the OSCE in 2014 DCAF's mapping study on <i>The Role of the OSCE in Supporting Security Governance and Reform</i> is launched and contributes to the establishment of a dedicated SSR capacity within the OSCE Secretariat
2015	The OSCE develops, with DCAF support, the first set of internal OSCE Guidelines on SSG/R

The Organization for Security and Co-operation in Europe (OSCE) brings together 56 states from Europe, Central Asia, and North America. The OSCE plays a vital role in early warning, conflict prevention, crisis management, and post-conflict rehabilitation. It is increasingly becoming an important regional actor in the area of SSG/R as regards both norm-setting and support to practical implementation in the field.

The OSCE's engagement in developing a common and coherent approach to SSG/R gained significant momentum in the context of the Swiss Chairmanship of the OSCE in 2014. Ahead of its Chairmanship, the Swiss FDFA, with the support of the OSCE Secretary General, mandated DCAF to conduct a mapping study on the role of the OSCE in supporting SSG/R. The study set out recommendations for developing and implementing an OSCE approach to SSG/R, a



number of which have since been implemented by the OSCE, including the setting up of an SSR capacity, the establishment of an inter-institutional network of SSG/R focal points, and the development of internal guidelines on SSG/R.

Since 2004, DCAF has developed a strong partnership with OSCE executive structures, including the Secretariat, the Office for Democratic Institutions and Human Rights (ODIHR), and field operations. DCAF also cooperates with the OSCE Parliamentary Assembly and the OSCE Border Management Staff College. The Centre is currently engaged in supporting the OSCE to implement several of the recommendations outlined in the mapping study, as well as providing support more broadly in the area of SSG/R. In particular, this includes:









- ▶ Supporting the OSCE SSR policy and guidance development
- ▶ Providing advisory field support to strengthen OSCE delivery of security and justice services on the ground
- ▶ Capacity building for OSCE personnel at HQ and in field missions
- ▶ Promoting respect for the human rights and fundamental freedoms of armed forces personnel and the role of ombuds institutions in monitoring the security sector
- ▶ Cooperating in the areas of border security and law enforcement
- ▶ Promoting the incorporation of gender into the OSCE's SSR policy and operations

Key results 2015

DCAF's policy recommendations made in the Mapping Study on 'The Role of the OSCE in SSG/R' have **contributed to the OSCE taking a number of steps to increase the effectiveness and coherence of its support in the area of SSG/R**. In particular:

-  The OSCE finalized four guidelines on SSG/R on the topics of cross-dimensional approaches to SSG/R, needs assessments, impact-oriented approaches to SSG/R, and approaches to strengthening regional cooperation on SSG/R, which were launched in April 2016
-  The OSCE is increasingly using SSG/R as a means to strengthen the holistic approach to its support. For instance, in 2015, in a report of a Head of OSCE field operation to the Permanent Council, it was noted that the field operation is moving towards a more comprehensive approach of addressing SSG/R, and adapting its structures accordingly

Activities 2015

Conducted in	Activities	Partners / mandators
 UN HQ	Support to the development of OSCE internal SSG/R guidelines, including on cross-dimensional approaches to SSG/R, needs assessments, impact-oriented approaches to SSG/R, and approaches to strengthening regional cooperation on SSG/R Cooperation with the OSCE Senior Adviser on Gender Issues	OSCE Secretariat, OSCE Conflict Prevention Centre, OSCE SSR/G Focal Points Network
 OSCE participating States	'Border Security and Management for Senior Leadership' course for 28 professionals from border security services of 16 OSCE states Train-the-trainer course for 18 lecturers / instructors from border guard training institutions of  Kyrgyzstan and  Tajikistan	OSCE Border Management Staff College OSCE Centre in Bishkek, OSCE Office in Tajikistan, OSCE Border Management Staff College
 Armenia	Cooperation with the OSCE Office in Yerevan on police reform, gender equality, parliamentary oversight issues, as well as training workshops on community policing and on gender, human rights and policing	OSCE Office in Yerevan
 Kyrgyzstan	Coordination on options for further development of enhanced crisis management capacity for the Kyrgyz government	OSCE Centre in Bishkek
 Switzerland	OSCE Focus Conference on 'Europe in Crisis: Renewed Relevance of the OSCE?'	OSCE Secretariat, Swiss FDFA, GCSP
 Ukraine	Cooperation on humanitarian demining and explosive remnants of war (ERW) issues, leading to a road map for developing national mine action institutions in Ukraine	OSCE Project Co-ordinator in Ukraine, GICHD

Upcoming

- ▶ Launch of the OSCE internal guidelines on SSG/R and support to the review process of the guidelines' implementation (2016)
- ▶ Second edition of the 'Border Security and Management for Senior Leadership' course (2016-2017)
- ▶ Second edition of the train-the-trainer course for border guard training institutions from Central Asia (2016-2017)
- ▶ OSCE-wide conference on the Code of Conduct on Politico-Military Aspects of Security (June 2016)

NATO and NATO Parliamentary Assembly



Milestones

1996	Switzerland joins NATO's Partnership for Peace (PfP) programme
2001	DCAF assumes the chair of the PfP Consortium of Defense Academies and Security Studies Institutes' Working Group on Security Sector Reform DCAF begins cooperation with the NATO Parliamentary Assembly across a number of activity lines including the 'New Parliamentarians' and 'Orientation' programmes, regional Rose-Roth seminars in Southeast Europe and the Former Soviet Union, and knowledge product development
2005	DCAF and the NATO Liaison Office begin cooperation on democratic security sector governance programming in Ukraine via the Joint Working Group on Defence Reform (JWGDR) platform (2005-2009) DCAF initiates support for the NATO Partnership Action Plan on Defence Institution Building (PAP-DIB) in partner nations
2007	DCAF initiates cooperation with NATO's Building Integrity Programme
2009	DCAF begins cooperation with the NATO Committee on Gender Perspectives

The North Atlantic Treaty Organization (NATO) has developed a significant role in SSG/R work in terms of norm-setting, reform programming in candidate and partner nations, and civil-military aspects of military operations, for example, in the development of defence management curricula for civilians and anti-corruption programming.

The NATO Parliamentary Assembly (NATO PA) brings together parliamentarians from all member and partner states of NATO and thus links NATO with the legislatures of its member and partner nations. At the same time, NATO PA facilitates parliamentary awareness and understanding of key security issues,

including democratic oversight of the security sector and security sector governance best practices.

The NATO Building Integrity (BI) Programme provides practical tools and training to strengthen integrity, transparency, and accountability, as well as to reduce the risk of corruption in the defence and security sectors.

The NATO Special Representative of the Secretary General on Women, Peace and Security and the NATO International Military Staff Office of the Gender Advisor promote gender mainstreaming of defence policies and practices in member states and partner nations.

The NATO Partnership for Peace Consortium of Defense Academies and Security Studies Institutes (PfPC) provides a platform for programming on best practices related to oversight and governance mechanisms at institutions across partner nations and member states. In particular, the PfPC SSR Working Group encourages cooperation in joint research, outreach, and expert training activities in order to enhance the process of SSR and good governance in consolidating and consolidated democracies in the Euro-Atlantic area. Additionally, the NATO Defence Education Enhancement Programme (NATO DEEP) contributes to the professionalization of officer and non-commissioned officer corps and civilian defence officials in partner countries, making their defence education institutions compatible with democratic defence education standards and values.



DCAF's response

DCAF's cooperation with NATO and the NATO PA is shaped by Switzerland's participation in NATO's PfP programme across Euro-Atlantic Partnership Council countries. All NATO members (except Iceland) and all PfP members (except Tajikistan, Turkmenistan, and Uzbekistan) are also member states or permanent observers of DCAF.

DCAF's work with NATO and NATO PA focuses – or has focused – on the following areas:

- ▶ Parliamentary oversight capacity development
- ▶ Defence institution building
- ▶ Intelligence reform
- ▶ Incorporating and mainstreaming gender into NATO's policy, structure, and operations
- ▶ Building Integrity and anti-corruption in the defence and security sectors

Activities 2015

Beneficiaries	Activities	Partners / mandators
 NATO HQ	<p>Presentation on handling of gender-related complaints at the annual conference of the NATO Committee on Gender Perspectives</p>	IMS GENAD
	<p>Panel discussion and presentation of knowledge product for armed forces and ombuds institutions on gender and complaints mechanisms, as part of NATO's event to mark the 15th anniversary of the adoption of UNSCR 1325</p>	NATO SPS
 NATO PA	<p>Cooperation with the 'Orientation Programme' for newly elected MPs</p> <p>New knowledge products:</p> <p><i>Oversight and Guidance: Parliaments and Security Sector Governance</i>, DCAF & NATO PA 2015</p> <p><i>The Role of Parliaments in Advancing the Women, Peace and Security Agenda in NATO Member Countries. A Survey by the NATO Parliamentary Assembly (2015)</i>, DCAF & NATO PA 2015</p>	NATO PA
	<p>Training on defence management and building integrity in defence institutions for Afghanistan's armed forces and civilian MoD officials at a NATO DEEP conference on 'Civilian Oversight of the Armed Forces', hosted by Azerbaijan</p>	NATO Integration, Partnerships and Cooperation Directorate, NATO DEEP
 Armenia	<p>Participation in the Rose-Roth seminar featuring a session on 'Building Integrity as part of Defence Reform in Armenia'</p>	NATO PA
 Azerbaijan	<p>BI workshop at the MoD Azerbaijan featuring the Azerbaijani translation of <i>Building Integrity and Reducing Corruption in Defence. A Compendium of Best Practices</i>, DCAF & NATO 2010</p>	NATO Liaison Office Tbilisi, NATO Liaison Officer for the South Caucasus
 Jordan	<p>An ongoing, two-year project to implement a gender and security assessment of the Jordanian Armed Forces (JAF) and support the development of an action plan to better integrate servicewomen within the JAF (2015-2017)</p>	NATO Jordan III Trust Fund, JAF Directorate of Military Women's Affairs, Swiss FDFA
 Kyrgyzstan	<p>Participation in a BI seminar entitled 'Introduction of the NATO BI Programme in the Ministry of Defence of the Kyrgyz Republic and International Experiences', focused on lessons learned in BI Programme implementation</p>	NATO BI

 Moldova	Participation in the Rose-Roth seminar featuring a session on 'Building Integrity and Democratic Oversight'	NATO PA
 Sweden	Delivery of two sessions entitled 'Gender and SSR' and 'Men and Masculinities' as part of the NATO-selected 'Nordic Defence Cooperation Gender Training-of-Trainers' Course	Nordic Centre for Gender in Military Operations, SWEDINT
 Ukraine	Development of a discussion paper on <i>Building a robust, effective and sustainable system of career transition in the Ukrainian military</i>	NATO Liaison Office Ukraine, NATO-Ukraine Military Career Transition Programme
	Participation in the National Defence University's 'Anti-Corruption Week' with presentations on 'Identifying Corruption Risks in Defence Acquisition' and lessons learned related to the implementation of the Ukrainian MoD's Anti-Corruption Action Plan 2015-2017	NATO BI, NATO Liaison Office Ukraine
	Participation in the 'NATO Advanced Research Workshop on the Role of Women and Gender Policies in Addressing the Military Conflict in Ukraine: Implementing UN Security Council Resolution 1325 and Related Resolutions'	NATO, NGO Democracy Development Center, Istituto Affari Internazionali (IAI) Italy
	Seminar on the 'Status of Reforms in Ukraine'	NATO PA, Atlantic Treaty Association

Upcoming

- ▶ NATO's Building Integrity Reference Training Curriculum (2016)
- ▶ *Teaching Gender in the Military: A Handbook* (DCAF & PfPC, 2016)
- ▶ Support to the Annual Conference of the NATO Committee on Gender Perspectives (2016)
- ▶ Gender and security assessment of the Jordanian Armed Forces (2016)
- ▶ Updated version of the DCAF-NATO compendium on *Building Integrity and Reducing Corruption in Defence* (2017)

Economic Community of West African States



Milestones

2004	DCAF signs an MoU with the ECOWAS Parliament, establishing a strategic partnership
2010	DCAF and ECOWAS Commission sign an MoU on promoting good security sector governance in ECOWAS Member States
2011	The ECOWAS Council of Ministers adopts the Code of Conduct for Armed Forces and Security Services of ECOWAS

The Economic Community of West African States (ECOWAS) is a 15-member sub-regional organization, initially with a mandate of promoting economic integration of the constituting West African countries. Considering the challenges to regional stability in West Africa, ECOWAS has become increasingly involved in the promotion of security, development, and the rule of law, extending its mandate to the provision of guidance and support for conflict prevention and good security sector governance in the sub-region. As part of this role, the organization has notably adopted the Code of Conduct for Armed Forces and Security Services of ECOWAS (2011) and is currently developing the ECOWAS Regional Policy on Security Sector Reform and Governance.

DCAF's engagement with ECOWAS includes:

- ▶ Strategic advice for the development and implementation of the ECOWAS SSR policy framework
- ▶ Technical support to ECOWAS field missions on SSG/SSR-related issues
- ▶ Building the SSG/SSR capacity of ECOWAS personnel
- ▶ Incorporating and mainstreaming gender into ECOWAS policy development and implementation

The ECOWAS Member States of Burkina Faso, Côte d'Ivoire, Ghana, Mali, Nigeria, and Senegal are also member states of DCAF. Additionally, DCAF conducts SSG/SSR-related programming in Liberia, Niger, and Sierra Leone.

Activities 2015

Conducted in	Activities	Partners / mandators
 ECOWAS HQ	<p>Advisory support on the finalization of the draft ECOWAS Regional Policy on Security Sector Reform and Governance</p> <p>Publication of four chapters of the DCAF-ECOWAS Toolkit for Security Sector Reform and Governance in West Africa on the topics of political leadership and national ownership of SSR processes; SSR programming; effective management of external support to SSR; and civil society involvement in SSG/R</p>	ECOWAS Commission
 Mali	Awareness raising for CSOs on ECOWAS SSR norms and standards; launch of the DCAF-ECOWAS tool on civil society involvement in SSG/R	ECOWAS, Ecole de Maintien de la Paix Bamako, Mali National Human Rights Commission, ARGA-Mali, CSO networks
 Niger	Dissemination of the Code of Conduct for Armed Forces and Security Services of ECOWAS to police officials	National Police of Niger

Upcoming

- ▶ DCAF-ECOWAS Toolkit for Security Sector Reform and Governance in West Africa (2016)
- ▶ Adoption of the ECOWAS Regional Policy on Security Sector Reform and Governance (2016-2017)
- ▶ Development of a regional implementation plan for the Code of Conduct for Armed Forces and Security Services of ECOWAS and the ECOWAS Regional Policy on Security Sector Reform and Governance (2016-2017)

African Union



Milestones

2010	The African Union joins DCAF ISSAT's Governing Board as an observer
2014	Adoption of the AU Policy Framework on SSR

The African Union (AU) has a vital role in promoting peace and security on the African continent and plays an emerging role in SSG/R as regards both norm-setting – in particular through the adoption of the 2014 African Union Policy Framework on SSR – and its practical implementation in the field.



Beyond their immediate application to AU interventions, the AU's policies inspire and inform the SSG/R policies of its member states and those of sub-regional organizations, such as ECCAS and ECOWAS.

DCAF's strategic partnership and engagement with the AU focuses on:

- ▶ Operationalization of the 2014 AU Policy Framework on SSR
- ▶ SSR capacity building for AU personnel
- ▶ Incorporating gender into AU policy development

The AU Member States of Burkina Faso, Burundi, Côte d'Ivoire, Ghana, Madagascar, Mali, Nigeria, Senegal, South Africa, and Tunisia are also member states of DCAF. DCAF conducts SSG/R programming in several of those states as well as in Liberia, Niger, and Sierra Leone. The AU has been an observer on DCAF ISSAT's Governing Board since 2010.

Activities 2015

Conducted in	Activities	Partners / mandators
 AU HQ	<p>Review and validation of the AU's Operational Guidance Notes (OGNs) developed to support the operationalization of the 2014 AU Policy Framework on SSR, including:</p> <ul style="list-style-type: none"> ▶ four OGNs on the topics of SSR needs assessment; codes of conduct for African security institutions; harmonization of national security legislation; and gender and SSR ▶ SSR training manual ▶ SSR monitoring and evaluation templates ▶ Handbook on African security sector reform good practices 	AU, ASSN
	<p>Workshop on collaborative assessment of non-state armed groups and advancing stabilization, DDR, and cross-border security; presentation on the development of a DDR compendium and training manual</p>	AU
 Madagascar	<p>Support to AU capacity building for the Technical Organization Committee for SSR to prepare a first national seminar on SSR in Madagascar</p>	AU

Upcoming

- ▶ Support to SSR programming in Madagascar (2016)

International Organisation of La Francophonie



Milestones

2008	IOF gains permanent observer status on the DCAF Foundation Council
2010	DCAF and IOF begin cooperation on Gender and SSR
2011	IOF joins DCAF ISSAT's Governing Board
	IOF supports DCAF's Ombuds Institutions programme in francophone Africa (2011-2014)

The International Organisation of La Francophonie (IOF) represents one of the biggest linguistic zones in the world. Its mission is to promote solidarity between its 80 member states and governments, which together represent over one-third of the UN Member States and account for a population of over 890 million people, including 220 million French speakers.

The IOF is moving towards becoming an important actor in promoting democracy, human security, conflict prevention and settlement, good governance, the rule of law, and gender equality. To date, DCAF's cooperation with the IOF has focused on:

- ▶ Promotion of SSG/R in francophone states
- ▶ Promotion of ombuds institutions for the armed forces in francophone Africa
- ▶ Gender equality and SSR, and
- ▶ Translation of DCAF's knowledge products and advocacy materials into French

Notable recent joint projects include:

- ▶ IOF-DCAF-GCSP conference on ‘The situation in Mali and in the Sahel: What are the options for a sustainable exit from the crisis?’ (2015)
- ▶ Mapping study on the role of private security companies in West Africa (2015)
- ▶ New DCAF-IOF knowledge product: *Ombuds Institutions for the Armed Forces in Francophone Countries of Sub-Saharan Africa* (2016)

Upcoming

- ▶ Cooperation on SSG/R programming in Madagascar (2016)
- ▶ Support to the 8th International Conference of Ombuds Institutions for Armed Forces (2016)

Inter-Parliamentary Union



Milestones

2001	DCAF and IPU begin cooperation on parliamentary oversight of the security sector
2003	DCAF and IPU release <i>Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians</i> – a seminal tool for parliamentarians working on defence and security issues. The Handbook has been, to date, published in 38 languages, with over 100,000 copies distributed to parliaments worldwide
2009	IPU is granted observer status in the DCAF Foundation Council. DCAF likewise gains observer status with the IPU

The Inter-Parliamentary Union (IPU) brings together parliamentarians from the national parliaments of 163 countries with ten regional parliamentary assemblies as associate members. The IPU is involved in promoting democracy, human security, conflict prevention, and the rule of law. At the same time, it facilitates parliamentary awareness and understanding of key security issues, including SSG/R.

DCAF and the IPU cooperate on various aspects of security sector governance and reform, supporting parliaments in fulfilling their constitutional role as legislative, representative, and oversight bodies in the security and defence sphere. This cooperation focuses on the following dimensions:

- ▶ Development of the independent capacity of parliaments regarding policy analysis, drafting legislation, and effective oversight of the security sector
- ▶ Developing and disseminating knowledge products that parliamentarians can refer to in their legislative and oversight work, such as handbooks, manuals, training materials, comparative studies, etc.
- ▶ Institutional development through the elaboration of structures, processes, and procedures within parliamentary bodies that are favourable to the promotion of the SSG/R agenda

By participating in inter-parliamentary cooperation, DCAF promotes the exchange of security governance best practices between parliamentarians as well as the alignment of national laws, procedures, and practices to best international SSG/R standards.

Activities 2015

- ▶ Preliminary discussions on a joint DCAF-IPU knowledge product for 2016 on *Promoting Democratic Accountability of the Private Security Sector: A Practical Handbook for Parliamentarians*
- ▶ Participation in the 132nd IPU Assembly and related meetings
- ▶ Translation and launch of the Myanmar language version of the DCAF-IPU Handbook *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices*

Upcoming

- ▶ Participation in the 134th IPU Assembly (Lusaka, 2016)
- ▶ Khmer language version of the DCAF-IPU Handbook *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* (2016)

Regional Cooperation

Southeast Europe



DCAF Member States	Albania (2000) Bosnia and Herzegovina (2001) Bulgaria (2000) Croatia (2001) Macedonia [‡] (2000) Moldova (2002) Montenegro (2006) Romania Serbia (2001) Slovenia (2001)
Projects also in	Kosovo*
Regional offices	DCAF Ljubljana

Milestones

2000-2006	Albania, Bulgaria, Macedonia [‡] , and Romania are among the founding members of DCAF in 2000. Bosnia and Herzegovina, Croatia, Slovenia, and the then Federal Republic of Yugoslavia join in 2001; Moldova in 2002; and Serbia and Montenegro in 2006
2002	DCAF launches the Border Security Programme in the Western Balkans
2007	DCAF becomes an implementing partner for the Police Cooperation Convention for Southeast Europe (PCC SEE)

[‡] Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as “The former Yugoslav Republic of Macedonia”.

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

Milestones:

2008	DCAF opens an office in Ljubljana to host the PCC SEE Secretariat
2011	DCAF begins programmes in Bulgaria and Romania on asylum, migration, and human trafficking
2012	DCAF launches the Police Integrity Building Programme
	DCAF becomes an implementing partner of the Swiss Regional Police Cooperation Programme in the Western Balkans (2012–2016)

Two decades after the end of the wars in the former Yugoslavia, and after decades of political reforms, Southeast European countries still have to tackle a significant backlog of reforms and develop their institutional capacities in order to harmonize their policies and practice with European Union standards. While significant progress has been made towards democratization, much work remains to be done, and particularly in the security sector. This includes general modernization of public administration and security institutions, strengthening their accountability and efficiency, development of oversight mechanisms, and promoting inclusiveness and active public participation in security sector governance.

The Euro-Atlantic integration and prospects of EU accession create a powerful incentive for governments to address shortcomings and undertake reforms. However, political deadlocks in parts of Southeast Europe during 2015 have slowed the pace of change and, in some cases, posed an important obstacle undermining the rule of law and stability in the region.

Southeast Europe is also facing unprecedented challenges independent of internal political dynamics, such as the effects of flooding in 2014 and the influx of migrants and refugees since the beginning of 2015. Countries in Southeast Europe cannot deal with these challenges in isolation. Increased cooperation within the region and beyond is therefore imperative to finding long-term solutions and addressing security challenges which transcend borders.

DCAF's response

DCAF's work in Southeast Europe aims to support the region's transition to democratic security sector governance as well as its efforts to further harmonize policies and practice with the EU acquis and international standards and good practice. This work focuses on:

- Fostering regional police and border police cooperation to counter transnational organized crime, illegal migration, and human trafficking

- ▶ Assisting Ministries of Defence and Interior to build institutional capacities and implement reforms
- ▶ Assisting parliaments as well as independent and specialized oversight bodies in effectively implementing their mandates over the security sector
- ▶ Building integrity of police services and other security sector actors
- ▶ Empowering civil society organizations to play an active role in the monitoring of the security sector
- ▶ Promoting gender equality

Key results 2015

DCAF's parliamentary assistance in the Western Balkans has **contributed to parliaments enhancing their engagement in the oversight of the security sector**. In particular:

- Parliamentary security committees in several countries of the region have engaged in substantive interaction with key stakeholders in the security sector and the civil society in reviewing the development and implementation of legal and policy frameworks. Notable examples where DCAF support contributed to this positive trend include multi-stakeholder dialogues on the implementation of cyber security policies in line with European standards in Serbia and in Kosovo, and regular dialogue between the parliamentary security committee and all security agencies in Bosnia and Herzegovina.
- Benefiting from DCAF expertise, parliaments in the region amended security sector legislation to align it with European norms and standards. DCAF provided advice in several countries on e.g. regulating electronic interceptions by security agencies, legislation on weapons, and police related legislation.

DCAF's policy advice in the framework of its Border Security Programme has **contributed to several countries in the Western Balkans taking measures towards more effective border management**. In particular:

- Several countries have cooperated to develop a legal instrument that regulates the execution of joint return flights for the repatriation of foreign nationals whose asylum claims have been rejected from the territory of beneficiary countries to countries of origin, which is in line with EU-related standards and practices. As of December 2015, the Governments of Bosnia and Herzegovina, Macedonia, Montenegro and Serbia have adopted the agreement and acquired ministerial mandates for its signature.

→ Participant countries of the Schengen Integration Task Force used a web-based application for self-evaluations developed by DCAF to assess their level of legal and operational alignment with EU standards of border management. The results of the self-evaluation exercise have guided the development and implementation of national actions aimed at gradually aligning border management systems in Albania, Bosnia and Herzegovina, Macedonia, Montenegro, and Serbia with Schengen standards. National border police services in the region used data-exchange instruments developed with the support of DCAF to exchange information during common regional operations and have contributed this information into international police databases. In this way, operational results from the common KOŠTANA 2015 operation contributed to Europol's intelligence analysis efforts and the analysis of threats to the EU.

DCAF's support to the Secretariat of the Police Cooperation Convention for Southeast Europe (PCC SEE), hosted at its regional office in Ljubljana, **contributed to the further alignment of cross-border police cooperation standards among Western Balkan countries, Moldova, and the EU Member States signatories to the PCC SEE.** In particular:

- In their desire to enhance the exchange and enforcement of real-time intelligence against human smuggling networks, the 11 PCC SEE Contracting Parties engaged for the first time in a targeted joint operational activity, which has also been made an integral part of the larger-scale Europol Blue Amber "action days". The activity was the first step toward developing a harmonized operational cooperation approach and strengthening information exchange flows among the Contracting Parties in their fight against human smuggling.
- The PCC SEE Contracting Parties have worked out appropriate multilateral legal instruments which will regulate automated cross-border DNA information exchange among the PCC SEE Contracting Parties in line with the EU norms. The signature of this new PCC SEE instrument is expected once it undergoes relevant procedures in Contracting Parties.

DCAF's support to developing and maintaining the integrity of police services **has contributed to beneficiary countries taking steps to institutionalize integrity building in the police.** For instance:

- The Macedonian Ministry of Interior developed a national integrity plan for uniformed police, drawing on DCAF's guidance and capacity building support.
- The Ministry of Interior and the police academy of Montenegro initiated the implementation of a number of recommendations emerging from an analysis of the mainstreaming of integrity principles in the curriculum and training of the police with the aim of strengthening the implementation of the Ministry's integrity plan. Subsequently, Montenegro began implementing its integrity plan through the delivery of pilot training for police officials based on DCAF knowledge products.

DCAF's support to the Ministry of Interior of the Republic of Serbia has **resulted in human resources management reform becoming a key priority of the Ministry of Interior**. This is illustrated by:

- The decision in 2015 to upgrade the Human Resources Directorate to a human resources management sector at the level of Assistant Minister.
- The finalization of the new draft Law on Police in December 2015 which provides the basis for developing modern human resources management practices in the Serbian Ministry of Interior and Police based on DCAF recommendations.

DCAF's capacity development, expert backstopping and financial support for selected civil society organizations in the Western Balkans **contributed to their increased engagement in national discussions on security sector reform and governance**. In particular:

- Several civil society organizations conducted national and regional awareness raising and research activities which have enriched national and regional discussion on topics such as national security priorities (in Bosnia and Herzegovina), professionalism of police (in Albania), parliamentary performance in security oversight (in Montenegro), intelligence oversight (in Macedonia) and private security regulation at the regional level.

DCAF's regional programmes in Southeast Europe

Support for the implementation of the Police Cooperation Convention for Southeast Europe (PCC SEE)		2007-ongoing
Issues	Activities	Partners / mandators
Regional police cooperation, countering transnational organized crime and irregular migration, alignment of regional policing standards and practices with EU requirements	<p>Hosting and supporting the activities of the PCC SEE Secretariat; organization of cross-border operational exercises and training of police personnel; promoting police and judicial cooperation; and operational information exchange</p> <p>A total of 31 activities were carried out in 2015, involving over 500 participants from the 11 PCC SEE Contracting Parties. The activities included meetings of statutory PCC SEE bodies; meetings of Police Directors-General and Criminal Police Directors; expert meetings and capacity-building activities in the specific fields of data protection, police education and training, harmonization of telecommunications, joint investigations, cross-border surveillance, falsified travel documents, and countering terrorism</p>	<p>Police services of the 11 PCC SEE Contracting Parties: Albania, Austria, Bosnia and Herzegovina, Bulgaria, Hungary, Macedonia, Moldova, Montenegro, Romania, Serbia, and Slovenia</p> <p>CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland</p>

Border Security Programme in the Western Balkans		2002-ongoing
Issues	Activities	Partners / mandators
<p>Building capacities of national border police services, promoting regional cooperation in border policing, alignment of border management standards and practice with EU requirements</p>	<p>Facilitating professional exchanges as well as common and coordinated cross-border police operations among Western Balkan countries and between them and neighbouring EU countries; facilitating exchange of operational data; developing tools for evaluating compliance with Schengen standards</p> <p>A total of 17 regional activities and three webinars took place in 2015, involving over 500 participants. The activities included two common and two coordinated cross-border police operations; a simulated Schengen evaluation of Serbia; the launch of an online Schengen self-evaluation module; and the launch of 'Border Sentry': an online platform for operational data exchange on border-related incidents</p>	<p>Border police and migration services of Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro, and Serbia</p> <p>Frontex, IOM, The Migration Asylum Refugees Regional Initiative, PCC SEE Secretariat, Government of Switzerland</p>
Support to the Swiss Regional Police Cooperation Programme in the Western Balkans		2012-2016
Issues	Activities	Partners / mandators
<p>Countering organized and serious crime, promoting regional cooperation in border policing</p>	<p>Overall programme management on behalf of the SDC; selecting and overseeing the implementation of projects aimed at effectively fighting organized and serious crime through improved regional police cooperation</p> <p>A total of 6 projects were implemented in 2015</p>	<p>SDC (mandator), IOM, OSCE, PCC SEE Secretariat, UNODC, Austrian Federal Criminal Police Office, police services and Ministries of Interior of the Western Balkan countries</p>
Police Integrity Building Programme		2012-ongoing
Issues	Activities	Partners / mandators
<p>Building integrity in police services</p>	<p>Supporting police reform processes aimed at fostering police integrity through awareness raising and advocacy; review of strategies and policies; assistance with the development and implementation of integrity plans; training and capacity building for police managers and police personnel; development and dissemination of knowledge products on integrity building</p> <p>New knowledge products in 2015 included a <i>Training Manual on Police Integrity</i> and two e-learning courses on police integrity</p>	<p>Switzerland and the OSCE (mandators), police services and/or Ministries of Interior, parliaments, police oversight and control institutions, CSOs, and the media from the Western Balkan countries</p>

Fostering Democratic Accountability and Parliamentary Oversight of the Security Sector in the Western Balkans		2005-ongoing
Issues	Activities	Partners / mandators
<p>Parliamentary, independent and public oversight of the security sector, inclusive and participatory security sector governance, alignment of standards</p>	<p>Capacity building support to parliaments as well as independent and specialized oversight bodies; legal and policy advice to support local normative development in line with EU standards; dissemination of knowledge products and tools which give access to independent and neutral expertise on key security sector governance and oversight issues</p> <p>In 2015, the Programme comprised 5 regional activities on the topics of disaster relief, migration management, and civilian oversight of the police and intelligence agencies; as well as 14 activities focusing on subjects such as integrity building, defence budgeting, electronic surveillance, and independent police complaints bodies</p>	<p>Parliamentary defence, security, and intelligence oversight committees; government and security sector institutions; independent and specialized oversight bodies; and CSOs from Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia</p> <p>EU, OSCE, UN, UNDP (implementing partners), Governments of Luxembourg, Norway, and Switzerland (mandators)</p>

Private Security Research Collaboration in Southeast Europe		2014-2017
Issues	Activities	Partners / mandators
<p>Accountability and regulation of private security companies (PSCs)</p>	<p>Analysis of national PSC regulatory frameworks in Southeast Europe; practical recommendations on fostering PSC accountability</p> <p>Activities in 2015 included two regional workshops on PSC accountability, outreach events at the national level as well as a research volume <i>A Force for Good? Mapping the Private Security Landscape in Southeast Europe</i></p>	<p>Belgrade Centre for Security Policy (Serbia); Centre for the Study of Democracy (Bulgaria); Institute for Democracy and Mediation (Albania); Kosovar Centre for Security Studies (Kosovo)</p> <p>Swiss National Science Foundation (mandator)</p>

Support for Civil Society		2005-ongoing
Issues	Activities	Partners / mandators
<p>Public oversight of the security sector, inclusive and participatory security sector governance</p>	<p>Financial and advisory support to CSOs specializing in SSG/R research and advocacy; facilitating CSO cooperation and knowledge sharing; network building and training of CSO researchers and young professionals</p>	<p>CSOs from Albania, Bosnia and Herzegovina, Bulgaria, Kosovo, Macedonia, Montenegro, and Serbia</p>

The Programme's activities in **2015** included:

- ▶ Support to a research project on community policing in Albania (CSO Institute for Democracy and Mediation, Tirana)
- ▶ Publication of the research volume *Assessing the potential for renewed ethnic violence in Bosnia and Herzegovina* (CSOs Democratization Policy Council; and the Atlantic Initiative)
- ▶ Support to the 5th Belgrade Security Forum (CSO Belgrade Fund for Political Excellence)
- ▶ 12-month institutional grant for the CSO Kosovar Centre for Security Studies
- ▶ Training of young professionals from the Western Balkans on the governance aspects of electronic surveillance

Government of Switzerland (mandator)

DCAF's bilateral projects in Southeast Europe 2015

Albania		Partners / mandators
SSR programme design	Programme design support to the Swedish-Albanian Community Policing Programme	Government of Sweden, Albanian Ministry of Interior, Albanian State Police
Support for civil society	Support to the mapping of the private security sector and the analysis of the PSC regulatory framework in Albania	CSO Institute for Democracy and Mediation, Swiss National Science Foundation
Border security	Support to the development of national border management systems, alignment of legislation, policies and practices with EU standards; and regional cooperation	Albanian Ministry of Interior and Border Police
Police cooperation	Support to Albania, as a contracting party to the PCC SEE, in participating in the Convention implementation process at strategic and operational levels	Ministry of Interior and Albanian Police, CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland

Bosnia and Herzegovina		Partners / mandators
Parliamentary and public oversight of the security sector	Support to public hearings on the implementation of parliamentary recommendations related to oversight, codification of parliamentary oversight procedures and good practices, and access to impartial expertise on security sector governance	BiH Parliamentary Assembly Joint Committee for Defence and Security
	Support to the Office of the Parliamentary Military Commissioner (PMC) by funding the salaries of two legal advisors employed by the Office	PMC, BiH Parliamentary Assembly
	Development of the investigative and analytical capacity of the Citizens' Complaint Board on Work of the Police Officers in Police Bodies in BiH (an independent body within the BiH Parliamentary Assembly responsible for handling complaints of police abuse)	Citizens' Complaint Board on Work of the Police Officers in Police Bodies in BiH
	Support to the research project assessing parliamentary performance in security sector oversight	CSO Centre for Security Studies Sarajevo
Gender equality in the justice sector	Two-year project on mainstreaming gender equality into the policies and practices of the BiH judiciary, focusing on domestic violence, sexual and gender-based harassment, and gender bias	CSO The Atlantic Initiative
SSR training	Capacity building, guidance, and mentoring to the BiH Peace Support Operations Training Centre (PSOTC) to design and deliver SSR trainings	Government of Switzerland
Border security	Support to the development of national border management systems, alignment of legislation, policies and practices with EU standards; and regional cooperation	Ministry of Interior and Border Police of Bosnia and Herzegovina
Police cooperation	Support to BiH, as a contracting party to the PCC SEE, in participating in the Convention implementation process at strategic and operational levels	Ministry of Interior and Police of Bosnia and Herzegovina, CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland

Bulgaria		Partners / mandators
Asylum, migration, and human trafficking	Design and oversight of projects in migration, asylum, and counter-trafficking in human beings, covering the police, judicial, and migration sectors	SDC / Swiss Enlargement Contribution Fund, Team Consult, Coginta
	Oversight of two projects in migration, asylum, and counter-trafficking (2015-2018)	CSO Animus Association Foundation, IOM
Support for civil society	Support to the mapping of the private security sector and the analysis of the PSC regulatory framework in Bulgaria	CSO Centre for the Study of Democracy, Swiss National Science Foundation
Police cooperation	Support to Bulgaria, as a contracting party to the PCC SEE, in participating in the Convention implementation process at strategic and operational levels	Ministry of Interior and Bulgarian Police, CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland

Kosovo*		Partners / mandators
Parliamentary oversight	Capacity building for the Assembly of Kosovo to support the development of the legal framework for interception of telecommunications, to strengthen the Assembly's involvement in cyber security policy-making, and to facilitate knowledge transfer on lessons learned from the EU integration process in Croatia	Assembly of Kosovo; Governments of Norway and Switzerland (mandators)
Integrity building	Facilitation of national dialogue on police integrity and exchange of good practices on training of officials dealing with police oversight matters	Ministry of Internal Affairs and relevant institutions; Government of Switzerland (mandator)
Support for civil society	12-month institutional grant to the CSO Kosovar Centre for Security Studies, specializing in policy research on SSR/SSG	CSO Kosovar Centre for Security Studies
	Support to the mapping of the private security sector and the analysis of the PSC regulatory framework in Kosovo	CSO Kosovar Centre for Security Studies, Swiss National Science Foundation

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

Macedonia		Partners / mandators
Parliamentary oversight	Recommendations for the development of parliamentary intelligence oversight capacity in the aftermath of the EU-brokered Przino agreement	Parliament of Macedonia, CSO Analytica, Government of Norway
Public oversight of the security sector	Backstopping support to the CSO Analytica on the development and publication of their analysis of intelligence oversight in Macedonia and recommendations for improvement	CSO Analytica
Border security	Support to the development of national border management systems, alignment of legislation, policies and practices with EU standards; and regional cooperation	Ministry of Interior and Border Police of Macedonia
Police cooperation	Support to Macedonia as a contracting party to the PCC SEE, in participating in the Convention implementation process at strategic and operational levels	Ministry of Interior and Macedonian Police, CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland

Moldova		Partners / mandators
Building capacity of national border services	Participation of Moldovan Border Police officials in regional capacity-building activities of DCAF's Border Security Programme	Ministry of Interior and Border Police of Moldova
Police cooperation	Support to Moldova as a contracting party to the PCC SEE, in participating in the Convention implementation process at strategic and operational levels	Ministry of Interior and Moldovan Police, CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland

Montenegro		Partners / mandators
Police accountability	Support to the Council for Civil Control of Police (official agency for handling complaints of police abuse in Montenegro) in raising the visibility of their work and improving citizens' access to complaint procedures	Council for Civil Control of Police
Parliamentary oversight	Support to the parliamentary self-evaluation of the impact of parliamentary oversight over the security sector in Montenegro	Defence and Security Committee of the Parliament of Montenegro, CSO Institute Alternativa, Council for Civil Control of Police

Integrity building	Support to the Ministry of Interior on the implementation of its Police Integrity Plan	Ministry of Interior of Montenegro
Border security	Support to the development of national border management systems, alignment of legislation, policies and practices with EU standards; and regional cooperation	Ministry of Interior and Border Police of Montenegro
Police cooperation	Support to Montenegro, as a contracting party of the PCC SEE, in participating in the Convention implementation process at strategic and operational levels	Ministry of Interior and Police of Montenegro, CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland

Romania		Partners / mandators
Asylum, migration, and human trafficking	Design and oversight of projects in migration, asylum, and counter-trafficking in human beings covering the police, judicial, and migration sectors	SDC / Swiss Enlargement Contribution Fund, Team Consult, Coginta
	Oversight of three projects in migration, asylum, and counter-trafficking (2014-2015)	Romanian General Inspectorate for Immigration, CSO Reaching Out Romania
	Design and oversight of two projects on awareness raising and assistance to victims of human trafficking (2014-2018)	Romanian National Agency Against Trafficking in Persons
Police cooperation	Support to Romania, as a contracting party to the PCC SEE, in participating in the Convention implementation process at strategic and operational levels	Ministry of Interior and Police of Romania, CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland

Serbia		Partners / mandators
Parliamentary oversight	Support to the Defence and Security Committee of the National Assembly in reviewing progress made in improving oversight over the national defence budget and formulating responses to cyber security threats	National Assembly of Serbia
Cyber security	Programme design support to the Ministry of Interior's capacity development project on cyber security	Ministry of Interior of Serbia
Support for civil society	Support to the mapping of the private security sector and the analysis of the PSC regulatory framework in Serbia	Belgrade Centre for Security Policy, Swiss National Science Foundation

<p>Border security</p>	<p>Support to the development of national border management systems, alignment of legislation, policies and practices with EU standards; and regional cooperation</p>	<p>Serbian Ministry of Interior and Border Police</p>
<p>Police cooperation</p>	<p>Support to Serbia, as a contracting party to the PCC SEE, in participating in the Convention implementation process at strategic and operational levels</p>	<p>Ministry of Interior and Serbian police, CEPOL, European Commission, EUROJUST, EUROPOL, Governments of Liechtenstein and Switzerland</p>

New Independent States



DCAF Member States and Permanent Observers

-  Armenia (2002)
-  Azerbaijan (2002)
-  Belarus (2002)
-  Georgia (2001)
-  Kazakhstan (2012, Permanent Observer)
-  Kyrgyzstan (2011)
-  Moldova (2002)
-  Russian Federation (2000)
-  Ukraine (2000)

Projects in

-  Armenia
-  Azerbaijan
-  Georgia
-  Kyrgyzstan
-  Moldova
-  Tajikistan
-  Ukraine

Milestones

- 2000-2002** Russia and Ukraine are among the founding members of DCAF in 2000. Georgia joins in 2001, Armenia, Azerbaijan, Belarus, and Moldova in 2002
- 2003** DCAF begins democratic security sector governance programming in Ukraine
- 2005** DCAF initiates support for the NATO Partnership Action Plan on Defence Institution Building in partner nations, including Armenia, Georgia, Moldova, and Ukraine

Milestones:

2007	DCAF initiates cooperation with NATO's Building Integrity Programme, including programming in the Caucasus, Kyrgyzstan, Moldova, and Ukraine
2011-2012	Kyrgyzstan joins DCAF in 2011, Kazakhstan joins as a permanent observer in 2012
2015	DCAF, GICHD, and OSCE initiate cooperation on humanitarian demining and security governance issues in Ukraine

Nations in Eastern Europe, the Caucasus, and Central Asia have benefited from more than twenty years of political and economic development assistance, not least in terms of democratic governance of the security sector. Additionally, since 1994 all OSCE member states have subscribed to the OSCE Code of Conduct on Politico-Military Aspects of Security that makes plain the continental commitment to democratic oversight of the security sector.

Despite this, democratic and security sector institutions still face challenges in a number of areas including ensuring transparency and accountability of security policies and practices, embedding anti-corruption frameworks, retaining trained civilian staff, and building oversight capacity across and between democratic institutions, independent oversight institutions, civil society, and the media. Armed conflicts have also occurred at local, national, and inter-state levels.

DCAF's response




DCAF's cooperation with the region is also shaped by these countries' participation in the OSCE and – along with Switzerland – in NATO's Partnership for Peace (PfP) Programme in Central and Eastern Europe. All PfP members except Tajikistan, Turkmenistan, and Uzbekistan are also member states or permanent observers of DCAF. DCAF has also cooperated with the NATO Parliamentary Assembly in these countries for over a decade.

In the region, DCAF supports multi-stakeholder capacity development programming with parliaments, governments, civil society, ombuds and security sector institutions, and regional and international organizations on a demand basis: the objective of such cooperation is to develop and consolidate democratic governance of the security sector and the rule of law. This work focuses on:

- ▶ Developing security sector oversight and legislative capacity of parliaments
- ▶ Developing local institutional capacities and assisting the reform of Ministries of Defence and Interior within a transparent oversight architecture
- ▶ Defence, intelligence, and law enforcement reform
- ▶ Building integrity and fighting corruption in the defence and security sectors
- ▶ Incorporating gender into policy development and security sector structures
- ▶ Promoting the role of ombuds institutions in monitoring all security sector components as well as supporting ombuds institutions for the armed forces via the ICOAF framework to ensure the protection of fundamental rights and freedoms of armed forces personnel
- ▶ Enhancing oversight capacity of civil society organizations and the media
- ▶ Translation of knowledge products into the Russian language

Activities 2015


 Armenia	Partners / mandators
Police reform Study visit on community policing by the Head of the Republic of Armenia Police Headquarters and Head of International Cooperation to DCAF Training workshops for the Police of the Republic of Armenia on community policing, human rights, and gender in policing	Police of the Republic of Armenia, OSCE Office in Yerevan Police of the Republic of Armenia, OSCE Office in Yerevan, London Metropolitan University
Parliamentary oversight Participation in the Rose-Roth seminar featuring a session on 'Building Integrity as part of Defence Reform in Armenia'	National Assembly of the Republic of Armenia, NATO PA
SSR training Workshop on 'SSR – from Theory to Practice' for the Government of Armenia	Government of Armenia, OSCE Office in Yerevan
New knowledge products Armenian translations of: <ul style="list-style-type: none"> ▶ <i>Parliamentary Powers in Security Sector Governance</i>, DCAF 2011 ▶ <i>Ombuds Institutions for the Armed Forces: A Handbook</i>, DCAF 2011 ▶ <i>Guidebook: Strengthening Financial Oversight in the Security Sector</i>, DCAF 2012 	OSCE Office in Yerevan

 Azerbaijan		Partners / mandators
Building integrity	Building Integrity workshop at the MoD Azerbaijan, featuring the Azerbaijani translation of <i>Building Integrity and Reducing Corruption in Defence. A Compendium of Best Practices</i> , DCAF & NATO 2010	MoD Azerbaijan, NATO Liaison Office Tbilisi, NATO Liaison Officer for the South Caucasus
New knowledge products	Azerbaijani translation of <i>Toolkit on Police Integrity</i> , DCAF 2012	
 Georgia		Partners / mandators
Parliamentary oversight	Roundtable on 'Parliamentary Oversight of the State Security Service'; review of the Law on the State Security Service in the light of European best practices and norms Roundtable on 'Security Sector Oversight', including an overview of associated standards and norms	Defence and Security Committee of the Parliament of Georgia, NGO Civil Council on Defence and Security
Security sector governance	Workshop on 'Democratic Control of the Security Sector of Georgia' with the participation of the President of Georgia	NGO Georgian Centre for Security and Development
Defence reform	Start-up project with the Georgian MoD on Defence Reform and Building Integrity issues	MoD Georgia, NGO Civil Council on Defence and Security
Ombuds institutions	Peer-to-peer capacity development training for the new security sector monitoring unit in the Office of the Public Defender (PDO) of Georgia on best practices related to monitoring the security sector, through a visit to the office of Serbia's Protector of Citizens Broader training workshop for PDO staff on 'Monitoring the Security Sector'	Office of the Public Defender of Georgia
Gender equality	Policy training on gender and complaints handling mechanisms to the Georgian MoD	MoD Georgia, UN Women
New knowledge products	Georgian translations of: ▶ <i>Overseeing Intelligence Services: A Toolkit</i> , DCAF 2012 ▶ <i>Toolkit on Police Integrity</i> , DCAF 2012	
 Kazakhstan		Partners / mandators
New knowledge products	<i>Collective Security Treaty Organisation – Contingency Planning after 2014</i> , DCAF 2015	Kazakhstan Institute for Strategic Studies

 Kyrgyzstan		Partners / mandators
Crisis management	Continued coordination on options for further development of enhanced crisis management capacity for the Kyrgyz government	Defence Council of the Kyrgyz Republic, OSCE Centre in Bishkek
Building integrity	Participation in a Building Integrity seminar entitled 'Introduction of the NATO BI Programme in the Ministry of Defence of the Kyrgyz Republic and International Experiences', focused on lessons learned in BI Programme implementation	MoD Kyrgyzstan, NATO BI

 Moldova		Partners / mandators
Defence reform	<p>Participation in 'Defence Capacity Building (DCBB) Bilateral Meeting Moldova', focused on legislative aspects of defence reform</p> <p>Commissioned a study on 'Strengthening Democratic Governance of Defence in Moldova' in support of the DCBB meeting and related programming</p>	MoD Moldova, NATO International Staff
Parliamentary oversight	Participation in the Rose-Roth seminar featuring a session on 'Building Integrity and Democratic Oversight'	NATO PA
Justice reform	Review of the Norwegian Rule of Law Advisers (NORLAM) project's contribution to justice reform in Moldova	NORLAM
New knowledge products	<p><i>Moldova's Security and Defence Sector Legislation</i>, DCAF & NATO 2015</p> <p>Moldovan translations of:</p> <ul style="list-style-type: none"> ▶ <i>Overseeing Intelligence Services: A Toolkit</i>, DCAF 2012 ▶ <i>Toolkit on Police Integrity</i>, DCAF 2012 ▶ <i>Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector</i>, DCAF 2011 	NATO

 Tajikistan		Partners / mandators
Ombuds institutions	Monitoring of military installations in Tajikistan with regards to rights and freedoms of military personnel in accordance with international and national standards	Office of the Ombuds-person in Tajikistan, NGO Office of Civil Freedoms

 Ukraine	Partners / mandators	
Parliamentary oversight	Seminar on the 'Status of Reforms in Ukraine'	Verkhovna Rada, NATO PA, Atlantic Treaty Association
Reintegration of servicemen	Development of a discussion paper on <i>Building a robust, effective and sustainable system of career transition in the Ukrainian military</i>	NATO Liaison Office Ukraine, NATO-Ukraine Military Career Transition Programme
Building integrity	Participation in the National Defence University's 'Anti-Corruption Week' with presentations on 'Identifying Corruption Risks in Defence Acquisition', and lessons learned related to the implementation of the Ukrainian MoD's Anti-Corruption Action Plan 2015-2017	National Defence University Ukraine, NATO BI, NATO Liaison Office Ukraine
	Coordination with Transparency International UK International Defence & Security Programme on defence and anti-corruption issues	Transparency International UK
Humanitarian demining	Cooperation on humanitarian demining and explosive remnants of war (ERW) issues, leading to a road map for developing national mine action institutions in Ukraine	GICHD, OSCE Project Co-ordinator in Ukraine
Gender equality	Participation in the 'NATO Advanced Research Workshop on the Role of Women and Gender Policies in Addressing the Military Conflict in Ukraine: Implementing UN Security Council Resolution 1325 and Related Resolutions'	NGO Democracy Development Center, Istituto Affari Internazionali (IAI) Italy, NATO
	Participation in the Council of Europe conference on 'Data Collection on Violence against Women and Domestic Violence: Moving Towards the Requirements of the Istanbul Convention'	Council of Europe
SSG/R policy development	Input on the Green Paper on Critical Infrastructure Protection	National Institute for Strategic Studies, NATO Liaison Office Ukraine
	Advisory support on defence reform issues in Ukraine for the FOI publication <i>Ukraine: A Defence Sector Reform Assessment</i>	FOI – Swedish Defence Research Agency
Security sector mapping	Advisory support to the Folke Bernadotte Academy on mapping international justice and security sector governance programming in Ukraine, related assessment missions, programming options, and coordination issues	Folke Bernadotte Academy Sweden
	Preliminary mapping of international justice and selected security assistance (non-DCAF) programmes in Ukraine	Government of Sweden

New knowledge products

The Security Sector Legislation of Ukraine – 2012-2014 Updates, DCAF, NATO & Center for Army, Conversion and Disarmament Studies 2015

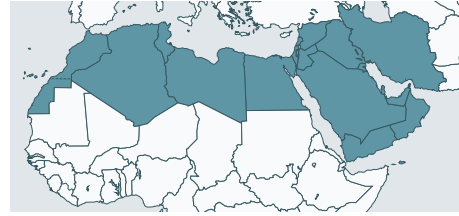
Ukrainian translations of:



















- ▶ *Federalism and Police Systems*, DCAF 2011
- ▶ *The Parliamentary Dimension of Defence Procurement*, DCAF 2013
- ▶ *Guidebook: Strengthening Financial Oversight in the Security Sector*, DCAF 2012
- ▶ *Ombuds Institutions for the Armed Forces: A Handbook*, DCAF 2011

Upcoming

- ▶ Continued cooperation on capacity development programming with the Office of the Public Defender of Georgia (2016-2017)
- ▶ Cooperation with the Razumkov Centre on conferences in Ukraine concerning security sector governance best practices (2016-2017)

Middle East and North Africa



DCAF Member States	 Lebanon (2007)  Tunisia (2011)	
Projects also in, or related to	 Egypt  Jordan  Libya  Morocco  Palestine  Yemen	
Regional offices	DCAF Beirut DCAF Ramallah DCAF Tripoli DCAF Tunis	
DCAF Trust Fund for Security Sector Development Assistance in North Africa	Contributing states  Belgium  Luxembourg  the Netherlands  Slovakia  Sweden  Switzerland	Recipient states  Egypt  Libya  Morocco  Tunisia

Milestones

2005	DCAF creates the Middle East and North Africa programme DCAF opens an office in Ramallah and begins a comprehensive security sector governance assistance programme in the occupied Palestinian territories
2006	DCAF assists with the implementation of the recommendations made by Morocco's Equity and Reconciliation Commission
2007	Lebanon joins DCAF

Milestones:

2009	DCAF opens an office in Beirut
2011	The Arab Spring: popular revolts lead to political change in Egypt, Libya, Tunisia, and Yemen, making security sector reform a regional priority Tunisia joins DCAF. DCAF opens an office in Tunis and launches a comprehensive security sector governance assistance programme in Tunisia
2012	DCAF establishes the Trust Fund for Security Sector Reform Assistance in North Africa DCAF opens an office in Tripoli

2015 was another challenging year for the Middle East and North Africa region. With the ongoing conflicts in Iraq, Libya, and Syria, and a new war in Yemen, all MENA countries except Oman were militarily involved in one or several of the armed conflicts ravaging the region.

In 2015, armed violence killed and displaced hundreds of thousands of people in the Middle East and North Africa. The MENA region remained the world's largest source of refugees and internally displaced persons. A heavy influx of refugees placed an additional burden on limited national resources in countries such as Jordan, Lebanon, Tunisia, and Turkey and also strained the capacity of many European countries to accept the refugees.

In April 2015, the successful resolution of the nuclear dispute with Iran created a unique opportunity to boost regional cooperation. However, Arab fears over Iran's rising economic and political status, and mutual distrust deepened the sectarian tensions and postponed regional hopes for stability and prosperity.

Spiralling security expenditures, in conjunction with growing humanitarian costs, continued to drain national budgets in MENA countries. Over time, the reduced capacity to deliver public services risks to seriously weaken the governments' legitimacy and thus to increase state fragility across the region. Without major investments in the development of legitimate institutions and their capacity to provide services and security to citizens, the expected stability gains may prove illusory.


DCAF's response

Across the MENA region, DCAF assists the development of good security sector governance based on democracy, the rule of law, and efficient and accountable security provision. In doing so, DCAF seeks to address some of the root causes of state fragility and violent extremism that are typical of the MENA region. This work focuses on:


- ▶ Reforming and/or building security and justice institutions
- ▶ Developing transparency and accountability in the security sector
- ▶ Strengthening parliaments' legislative and oversight capacity
- ▶ Fostering public dialogue on security at the regional, national, and local levels
- ▶ Assisting local communities in formulating their security needs and finding local solutions to security-related concerns
- ▶ Building the capacity of CSOs and the media to play a constructive role in security sector governance
- ▶ Developing efficient complaint-handling mechanisms for the security sector

DCAF's programmes in the MENA region are coordinated by the Centre's Geneva HQ and implemented via DCAF's regional and country offices in Beirut, Ramallah, Tripoli, and Tunis. With additional support from the Trust Fund for Security Sector Development Assistance in North Africa, DCAF is ideally placed to rapidly and flexibly respond to security sector reform needs in the region.


Key results 2015

 DCAF's support has **contributed to national actors developing legislation to govern the Palestinian National Security Forces**. In particular:


- The National Security Forces approved a draft law, designed through public consultations and working sessions with lawyers and civil society. The law was presented to the Council of Ministers and the Office of the Presidency.

 DCAF's work has **contributed to enhanced accountability, effectiveness and coordination of citizen complaints mechanisms in Palestine**. In particular:

- Complaints units of different security institutions have begun compiling their own statistics detailing the number and types of complaints received and processed, following the release of the first annual report on complaints produced by the Council of Ministers with the assistance of DCAF in 2013.
- A coordination platform for complaints units has been established, and has been actively used by the units of different security institutions to coordinate their processes and start discussing their respective roles and responsibilities.

 DCAF's support has **contributed to the improvement of the internal and external communication of the Tunisian Ministry of Interior**. For instance:

- Following DCAF's evaluation of the Ministry's crisis communication, the Ministry of Interior has adopted a crisis communication strategy which includes the creation of a crisis communications cell.
- Drawing on recommendations by DCAF, the Ministry of Interior has set up a statistics website granting open access to relevant data on its activities.

 DCAF's support has **strengthened the capacity of Tunisian magistrates and forensic doctors to use forensic evidence in investigations involving allegations of ill treatment**. In particular:

- Tunisia's forensic doctors and a group of Tunisian magistrates have formed a working group which has begun to draft a manual for standardization of processes pertaining to the investigation and documentation of allegations of torture and mistreatment.

 DCAF's work has **contributed to strengthening parliamentary oversight of the security sector in Tunisia**. More specifically:


- The Tunisian Parliament drafted a by-law establishing an 'oversight commission' and a 'legislative commission' covering the security sector. The legislative commission has drafted a work plan and a resource development plan, drawing on DCAF and UNDP assistance.

 DCAF has **contributed to informing the local and international discussions on security sector reform in Libya**.

- DCAF's online database of Libyan security sector legislation has been expanded as a reference tool among stakeholders based in Libya (citizens, activists, legal professionals and authorities) which make up more than half of the approximately 5'000 monthly users.
- With more than 320 000 Facebook followers, DCAF's online security sector observatory 'Marsad Libya' has become one of the leading sources for information relating to security sector developments in Libya.

Activities 2015

 Egypt		
Access to information	Analysis of security sector developments and publication of expert papers on civil-military relations	
	Further development of the online security sector observatory 'Marsad Egypt', www.marsad.eg	
 Jordan		Partners / mandators
Gender equality	An ongoing, two-year project to implement a gender and security assessment of the Jordanian Armed Forces (JAF) and support the development of an action plan to better integrate servicewomen within the JAF (2015-2017)	JAF Directorate of Military Women's Affairs, NATO Jordan III Trust Fund, Swiss FDFA
 Lebanon		Partners / mandators
Inclusive dialogue on security needs and policies	Design of an assistance program for security sector governance and reform	Executive, legislative and judiciary authorities, security forces and civil society
 Libya		Partners / mandators
Reform of penitentiary system	Capacity-development training for Libyan CSOs on carrying out prison visits in order to improve detention conditions in Libya	Libyan CSOs
Regulatory assistance	Training of Libyan police experts on how to assess, analyse, and compare national legislation concerning police	Libyan Police
Access to information	Further development of the online security sector observatory 'Marsad Libya', www.marsad.ly and the Libyan security sector legal database, www.security-legislation.ly	
 Morocco		Partners / mandators
Public dialogue on security sector governance	Public consultations with Moroccan authorities, security forces, and civil society on security sector governance issues	CEDHD, Association Adala, Friedrich Ebert Stiftung
SSR policy development	Launch of a capacity-building programme on personal data protection in the security sector	National Data Protection Authority

 Palestine		Partners / mandators	
National reconciliation	Recommendations on challenges and opportunities for reunification of the Palestinian security and justice sectors in the West Bank and the Gaza Strip	Relevant security forces, executive authorities, oversight institutions and civil society groups	
Legal and policy frameworks	<p>Input for a draft law on the National Security Forces</p> <p>Input for a draft law on Military Justice</p> <p>Recommendations for ensuring the security sector's compliance with the UN Convention Against Corruption</p> <p>Analysis of benefits and challenges of Palestine's accession to the Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment</p>		
Security sector oversight	<p>Capacity-development training for Palestinian civil servants and security sector officials on financial oversight in the security sector</p> <p>Capacity-development training for five CSOs on security sector oversight</p> <p>Support to the development of a platform for handling complaints against security sector officials</p>		
Gender equality	Support to the Palestinian Gender Consultative Committee and the Ministry of Interior on the promotion of international standards on gender and SSR		Gender Consultative Committee of the Ministry of Interior
Working with communities	Support to community safety councils in the governorates of Jenin and Hebron on the development of strategic security plans		Community safety councils in Jenin and Hebron

 Tunisia		Partners / mandators
SSR training	Capacity-development training for members of the future crisis communications cell of the Ministry of Interior on how to improve crisis communications content and processes	Ministry of Interior
	Development of a Master degree curriculum on 'Media and Security Sector Governance' at the Institute for Press and Information Science (IPSI)	IPSI, Ministry of Interior, Ministry of Defence
Parliamentary oversight	Capacity-development training on oversight of the security sector for two parliamentary commissions with security and defence oversight mandates	Parliament of Tunisia

Transitional justice	Support to the Truth and Dignity Commission in developing practical recommendations on how to address past abuses and guarantee their non-repetition	Truth and Dignity Commission
Reform of penitentiary system	Capacity-development training for prison oversight bodies and CSOs on identifying, reporting, and addressing human rights abuses in detention facilities	Ministry of Justice, Penitentiary Administration
	Capacity-development training for forensic experts and magistrates on the analysis of forensic evidence in the framework of reported torture and ill-treatment of detainees	Ministry of Justice, Ministry of Health
	Analysis and recommendations on gender mainstreaming needs in the penitentiary system	Ministry of Justice, UN Women
Working with communities	Identification of key security concerns at the governorate level and recommendations for addressing them	Ministry of Interior
Access to information	Improved production, analysis, and dissemination of crime and detention statistics	Relevant executive authorities, security forces, oversight institutions and civil society groups
	Update of the Tunisian security sector legal database, www.legislation-securite.tn to include all legislative acts from 2011 to 2015	

Upcoming

- ▶ Assistance to CSOs in identifying human rights violations, torture and ill-treatment in places of detention in Libya (2016)
- ▶ Support to security forces, government ministries and official oversight institutions in Morocco on integrity building (2016)
- ▶ Organization of an international conference in Gaza to facilitate review of the Palestinian judicial system and its ability to monitor human rights violations (2016)
- ▶ Support to the Palestinian Ministry of Interior and security forces on the drafting of guidelines on gender-sensitive service delivery (2016)
- ▶ Support to the Tunisian Ministry of Interior on the establishment of a crisis communications cell (2016)
- ▶ Assistance to the Tunisian Ministry of Interior and specialized parliamentary committees in their efforts to draft new legislation on intelligence (2016)











Sub-Saharan Africa



DCAF Member States

-  Burkina Faso (2009)
-  Burundi (2010)
-  Côte d'Ivoire (2001)
-  Ghana (2011)
-  Madagascar (2015)
-  Mali (2011)
-  Nigeria (2000)
-  Senegal (2011)
-  South Africa (2001)

Projects also in

-  Democratic Republic of the Congo
-  Gabon
-  Guinea
-  Guinea-Bissau
-  Kenya
-  Liberia
-  Niger
-  Sierra Leone
-  Somalia
-  South Sudan

Milestones

2000-2001 Nigeria is among the founding members of DCAF in 2000. Côte d'Ivoire and South Africa join in 2001

2004 DCAF and the ECOWAS Parliament sign an MoU establishing a strategic partnership

Milestones:

2009	Burkina Faso joins DCAF
2010	DCAF and ECOWAS Commission sign an MoU on promoting good security sector governance in ECOWAS Member States Burundi joins DCAF; the African Union attends DCAF ISSAT's Governing Board meeting as an observer
2011	Ghana, Mali, and Senegal join DCAF; the African Development Bank attends DCAF ISSAT's Governing Board meeting as an observer The Code of Conduct for Armed Forces and Security Services of ECOWAS is adopted DCAF launches the Gender Capacity Building in the Global South project (2011-2014)
2012	The ombuds institutions of Burkina Faso, Burundi, and Senegal participate for the first time in the International Conference of Ombuds Institutions for Armed Forces
2014	DCAF launches programmes to strengthen democratic control and oversight of the security sector in Burkina Faso, Mali, and Niger
2015	Madagascar joins DCAF

Africa is generally recognized as a theatre where a large number of SSR processes take place, particularly as part of post-conflict reconstruction. Many African nations and multilateral organizations, such as the African Union and ECOWAS, recognize the urgency and significance of security sector reform for conflict prevention and sustainable development and are elaborating national or regional SSG/R policies.

Despite some progress towards democratization, security sectors in sub-Saharan African states are still burdened by the legacy of colonial or authoritarian pasts and characterized by immature democratic oversight institutions, weak accountability mechanisms, corruption, and overall low capacity and resources.


Additional factors of political instability, chronic poverty, and public health crises periodically threaten the advances made, as was the case with the Ebola epidemic of 2014-15 in West Africa, the 2015 failed coup in Burkina Faso, and recent undemocratic developments in Burundi. The threats of violent extremism and organized crime, particularly in the Sahel and East Africa, pose additional risks for the advancement of a pro-human rights, pro-democracy agenda.

DCAF's response

DCAF's work in sub-Saharan Africa provides mid and long-term support to local and national stakeholders including security sector institutions, parliaments, civil society, as well as regional and sub-regional organizations that govern, manage, and oversee the delivery of security and justice services. DCAF's work has a strong focus on West Africa and the Sahel region, with emphasis on Burkina Faso, Côte d'Ivoire, Liberia, Mali, Niger, Nigeria, Senegal, and Sierra Leone. Most SSG/R activities in the region take place in the contexts of democratization, post-conflict peacebuilding, and national peace processes and comprise:

- ▶ Assistance with SSG/SSR policy formulation and implementation at the multilateral and national levels
- ▶ Review of ongoing SSG/SSR processes
- ▶ Development of institutional capacities of key stakeholders in the security sector
- ▶ Fostering parliaments' oversight and legislative capacity for the security sector
- ▶ Promoting the role of ombuds institutions in monitoring the security sector
- ▶ Enhancing the oversight capacity of communities and CSOs
- ▶ Incorporating gender into policy development and security sector structures
- ▶ Private security regulation and addressing security and human rights concerns related to the extractive sector

Key results 2015


 DCAF's capacity-building support in Mali has contributed to civil society actors increasingly contributing to national dialogue on SSG/R and actively cooperating to increase their leverage in dialogue on SSR. For instance, in 2015:

- The Human Rights Consultation Framework made a contribution to the national-level forum 'Espace d'interpellation démocratique' in an effort to promote national reform initiatives.


- The Human Rights Commission of Mali collaborated with three major civil society organizations to develop SSR-related modules to deliver awareness-raising sessions to members of these organizations in Bamako. These sessions built on information acquired during DCAF-led workshops.

DCAF's support has **contributed to several civil society organizations identifying and creating opportunities for constructive dialogue between local communities and security providers.**

- The organization Azhar put in place local consultation mechanisms in the form of security committees in the region of Kidal following participation in a DCAF workshop in Bamako. Between August and November 2015, these security committees brought together community leaders and local security personnel in Tessalit and Aguelok.
- The West African Network for Peacebuilding (WANEP) developed and implemented a four-step project of regional consultations between local communities and security providers following their participation in DCAF training.




 DCAF's support to the Ministry of Security and Civil Protection in Mali has **contributed to the Ministry taking steps towards enhancing its ability to lead and coordinate an inclusive and participatory security sector reform process.** In particular:

- The Ministry contributed to the drafting of the decree creating the National Council on SSR based on DCAF's advisory support.
- The Ministry created the Sectoral SSR Committee with the mandate to coordinate the reform process on internal security. The committee has already taken a number of initiatives, including the commissioning of assessments of the inspectorates of the Gendarmerie Nationale and of the Ministry of Security and Civil Protection.
- The Ministry included civil society organizations representing women, youth and human rights issues as permanent members in the Sectoral SSR Committee following DCAF's awareness raising on the normative framework for SSG of ECOWAS. Key members of the Sectoral SSR Committee have started interacting with these organizations to gather input for the design of the national SSR process, thereby contributing to enhancing inclusivity, participation and accountability.

 In Mali, DCAF's support to enhance the understanding of the normative and legal framework for internal oversight among leadership of the Gendarmerie Nationale has **contributed to the Ministry of Security and Civil Protection beginning to strengthen internal oversight mechanisms of the Gendarmerie.** In particular:

- The Gendarmerie has reinforced the human resources of its inspectorate by appointing a new Chief Inspector and three additional Inspectors drawing on DCAF's policy advice.

DCAF's regional programmes in sub-Saharan Africa

Support to development and operationalization of regional SSG/R policy frameworks		2004-ongoing
Issues	Activities	Partners / mandators
SSG/R policy development and operationalization	<p> Support to the operationalization of the AU 2014 Policy Framework on SSR through the development of:</p> <ul style="list-style-type: none"> ▶ four Operational Guidance Notes on the topics of SSR needs assessment; codes of conduct for African security institutions; harmonization of national security legislation; and gender and SSR; ▶ an SSR training manual; ▶ SSR monitoring and evaluation templates; and ▶ a Handbook on African security sector reform good practices <p> Support to the operationalization of the ECOWAS regional Policy on Security Sector Reform and Governance through the development of a Toolkit for Security Sector Reform and Governance in West Africa, providing practical guidance for national implementation of the Policy</p>	ECOWAS, AU
Strengthening democratic control and oversight of the security sector in the Sahel		2014-2016
Issues	Activities	Partners / mandators
SSG/R policy development, parliamentary and public oversight of the security sector	<p> Assessment of the internal accountability mechanisms of the Gendarmerie and the Ministry of Internal Security and Civil Protection of Mali</p> <p>Support for the development of a communication strategy for the Inspectorate-General of Security Services in Niger</p> <p>Support to the self-assessment of parliamentary oversight capacities in Burkina Faso and Mali</p> <p>Capacity building and facilitation of peer-to-peer learning on security sector oversight between CSOs from Burkina Faso, Mali, and Niger</p>	National Democratic Institute, Danish MFA, Danish Regional Sahel Stabilisation and Peace Programme

Gender mainstreaming in academic security and defence curricula		2005-ongoing
Issues	Activities	Partners / mandators
Gender equality	Support to delivery of the course on 'Gender in Operations: a Comprehensive Approach' for mid-level military, police, and civilian personnel from state partners of the African Contingency Operations Training and Assistance programme	International Peace Support Training Centre Nairobi Spanish / Dutch bilateral initiative on gender in operations, US Africa Command

Private security regulation		2015-ongoing
Issues	Activities	Partners / mandators
Private security mapping	 <p>Mapping of the private security industry in West Africa, including country studies in Côte d'Ivoire, Mali, and Senegal, including practical recommendations for addressing gaps in the existing regulatory frameworks for private security</p>	IOF
Promotion of the Montreux Document	 <p>Regional conference to raise awareness of the Montreux Document for representatives of 16 African states (Botswana, Eritrea, Ethiopia, Ghana, Kenya, Malawi, Rwanda, Senegal, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Uganda, Zambia, and Zimbabwe), the AU, ECOWAS, and the Intergovernmental Authority on Development</p>	Institute for Peace and Security Studies Addis Ababa
Oversight and monitoring of the private security sector	 <p>Regional capacity-building activities to promote the role of CSOs in democratic oversight of the private security sector and connect these actors to the implementation of the Montreux Document and the International Code of Conduct for Private Security Service Providers; for CSOs from Congo, Côte d'Ivoire, the DRC, Gabon, Mali, and Senegal</p>	NGO Lumière Synergie Développement

DCAF's bilateral projects in sub-Saharan Africa 2015


 Burkina Faso		Partners / mandators
Public oversight of the security sector	Support for the organization of a summer university on SSG/R for human rights defenders	CIFDAH, CODAP
 Democratic Republic of the Congo		Partners / mandators
SSG/R programme review	Evaluation of the sustainability, relevance, efficiency, and effectiveness of the UNDP Community Policing project	UNDP
 Guinea-Bissau		Partners / mandators
SSR assessments	Support to the EU Delegation in the AU-EU-UN Joint Assessment Mission to identify opportunities for SSR support in Guinea-Bissau	EU Delegation in Guinea-Bissau
 Liberia		Partners / mandators
Gender equality / Working with communities	Three-year capacity-building project on gender equality and SSG/R for community-based organizations, community leaders, and security actors in the border counties of Nimba, Lofa, River Gee, and Grand Gedeh	Mano River Union Women's Peace Network Liberia Chapter, US Department of State
 Madagascar		Partners / mandators
SSG/R strategic planning and capacity building	Support to AU capacity building for the Technical Organization Committee for SSR to prepare a first national seminar on SSR in Madagascar	Government of Madagascar, AU
 Mali		Partners / mandators
SSG/R strategic planning and capacity building	Capacity assessment of the Ministry of Internal Security and Civil Protection of Mali (MISCP) and the Inspectorate-General of the Gendarmerie	MISCP Mali
	Support to MISCP on the development of strategic and operational plans for 2016 to 2020	
Gender equality	Survey on the integration of gender within the security sector in Mali and a new knowledge product: <i>The Security Sector and Gender: A survey of the National Police, Civil Protection, the Armed and Security Forces, Justice system and Penal services in Mali</i>	Armed Forces, National Police, and Civil Protection of Mali, UNPOL / MINUSMA, Association of Women Lawyers of Mali

SSR training	Advanced SSR Training for the Ecole de Maintien de la Paix, Bamako	Government of France
	Training workshops on 'Human Security and SSR' and 'Human Rights and SSR'	National Human Rights Commission, West-Africa Network for Peace-building, Human Security Collective
Public oversight of the security sector	Facilitation of dialogue between CSOs and security sector officials	Sectoral committee for SSR, MISCP Mali
	Monitoring workshop on the development and implementation of concrete contributions by human rights defenders to the SSR process in Mali	National Human Rights Commission

 Niger	Partners / mandators
Police accountability	Sensitization for the Department of Homeland Security on inspectorate services and police accountability Department of Homeland Security of Niger

 Senegal	Partners / mandators
Gender equality	Cooperation with the Ministry of the Armed Forces on the development of a two-year project to support the implementation of the Ministry's gender strategy Ministry of the Armed Forces of Senegal, Ministry of Women, Children and Family Affairs of Senegal

 Sierra Leone	Partners / mandators
Gender equality	Support to the Sierra Leone Police (SLP) on the development of an implementation and monitoring plan and a training manual on the SLP Gender Mainstreaming Policy and the SLP Sexual Exploitation, Abuse, and Harassment Policy SLP Gender Unit
	Facilitation of the SLP participation in international fora to share its experience on successful integration of gender within the institution, including a conference in Geneva on '15 Years on UN Security Council Resolution 1325 on Women, Peace and Security – Review and Outlook', the 53rd annual conference of the International Association of Women Police, in Wales, UK, and peer-to-peer exchanges with the Liberia National Police

 Zimbabwe	Partners / mandators
Lesson-learning in SSR Documenting the experience of the Zimbabwe Peace and Security Programme (ZPSP)	Government of Switzerland, EU

Upcoming

- ▶ Adoption of the ECOWAS Regional Policy on Security Sector Reform and Governance (2016-2017)
- ▶ DCAF-ECOWAS *Toolkit for Security Sector Reform and Governance in West Africa* (2016)
- ▶ Review of French SSR programmes in West Africa, including deployments to Burkina Faso, Côte d'Ivoire, and Guinea (2016)
- ▶ Support to the EU Delegation on project identification for justice reform programming in Guinea-Bissau (2016)
- ▶ Design of the future EU SSR support in Liberia (2016)
- ▶ Promotion of women's participation in security decision-making in the border counties of Bong and Grand Cape Mount of Liberia (2016)
- ▶ Support to SSR programming in Madagascar (2016)
- ▶ Support to the Ministry of Armed Forces of Senegal in implementing its gender strategy (2016)
- ▶ Support to the UNSOM-Puntland programme on security sector development (2016)
- ▶ Follow-up on the ZPSP lesson-learning mandate in Zimbabwe (2016)

Asia



<p>DCAF Member States and Permanent Observers</p>	<ul style="list-style-type: none">  Cambodia (2009, Permanent Observer)  Indonesia (2007)  Mongolia (2014)  Philippines (2011)  Thailand (2009, Permanent Observer)
<p>Projects also in</p>	<ul style="list-style-type: none">  Bangladesh  Myanmar  Pakistan

<p>Milestones</p>	
<p>2006</p>	<p>DCAF facilitates the creation of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia</p>
<p>2007</p>	<p>Indonesia joins DCAF. DCAF conducts a comprehensive SSR and civil society capacity building programme in Indonesia (2007-2010)</p>
<p>2008-2009</p>	<p>DCAF supports the launch of a multi-stakeholder dialogue process on SSG/R in the Philippines and Thailand</p>
<p>2009</p>	<p>Cambodia, Thailand, and the Philippines join DCAF as permanent observers</p>
<p>2009-2011</p>	<p>DCAF implements a security sector oversight capacity building programme in Nepal</p>


Milestones:

2011	The Philippines joins DCAF as a member state
2012	DCAF supports the launch of a multi-stakeholder dialogue process on SSG/R in Cambodia
2014	Mongolia joins DCAF as a member state
2013-2015	DCAF implements the police accountability and good governance component of the EU project ‘Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management’

While already active across Asia for several years (see chapters ‘New Independent States’ for Central Asia and ‘Middle East and North Africa’ for West Asia), DCAF’s more recent activities focus primarily on Southeast Asia. The Centre’s activities in the region promote good security sector governance and reform through multi-stakeholder dialogue, policy-guided research, and capacity building for security providers such as the armed forces and the police as well as oversight institutions, including parliaments and CSOs. DCAF works at both the regional and the national level with an emphasis on Cambodia, Indonesia, Myanmar, the Philippines, and Thailand. Most activities related to SSG/R in Southeast Asia take place in the contexts of democratization, post-conflict peacebuilding, and national peace processes, comprising:


- ▶ Support to emerging multi-stakeholder dialogue processes on SSG/R
- ▶ Support to regional SSG/R experience-sharing among members of parliament, security officials, and civil society representatives
- ▶ Fostering parliaments’ oversight and legislative capacity for the security sector
- ▶ Fostering transparency and accountability in the security sector
- ▶ Development of institutional capacities and assisting the reform of security and defence providers, including the armed forces and the police

Key results 2015

 DCAF's support to police reform in Myanmar has **contributed to the Ministry of Home Affairs taking steps towards modernizing and professionalizing the Myanmar Police Force's (MPF) approach to policing and the parliament exploring mechanisms and increasing its own capacity to hold the police accountable.** For example:

- The MPF developed a series of draft policy documents such as a new police vision, a code of ethics and a crowd management manual as well as a series of concrete proposals to revise critical legal documents guiding the operations of the MPF, drawing on studies prepared, and legal and policy advice provided by DCAF. The adoption of these policy documents and legal amendments is expected to contribute in the long-term to the MPF operating in line with international best practice and in respect of human rights and fundamental freedoms, in particular in the areas of crowd management and community policing.
- Under the auspices of the Rule of Law Committee, and based on DCAF's policy studies and advice, Members of Parliament developed proposals for the establishment of parliament-police liaison mechanisms and a new (sub-) committee on police affairs, in order to hold the police accountable to parliament.





DCAF's support to the Inter-Parliamentary Forum on Security Sector Governance (IPF-SSG) in Southeast Asia has **contributed to the sustainability of a number of national multi-stakeholder processes on parliamentary oversight of the security sector in different countries of the region.** For instance:

-  In Cambodia, the IPF-SSG contributed to steps being taken to establish a multi-stakeholder dialogue process under the auspices of the Cambodian Institute for Cooperation and Peace (CICP). The CICP is currently steering a permanent inclusive study group for SSG in order to foster discourse on SSR and reaching out to the National Assembly to enhance the latter's oversight capacity related to SSG.

DCAF's regional programmes in Southeast Asia


Support to the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG)		2006-ongoing
Issues	Activities	Partners / mandators
Parliamentary and civilian oversight of the security sector, public accountability, and national parliamentary involvement in security sector governance	 <p>Annual workshops on systemic and current affairs issues related to parliamentary oversight of the security sector in Southeast Asia; facilitating experience-sharing among Southeast Asian parliamentarians and other stakeholders</p>	<p>Members of parliament, parliamentary staffers, representatives of government ministries, armed forces, police, think tanks, and CSOs from Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, and Thailand</p> <p>Friedrich Ebert Stiftung (implementing partner)</p>


DCAF's bilateral projects in Asia 2015

 Bangladesh	Partners / mandators	
SSR training	Introductory training on SSR and Peace Support Operations at the Bangladesh Institute for Peace Support Operations Training (BIPSOT)	BIPSOT, Government of Norway
 Cambodia	Partners / mandators	
Multi-stakeholder dialogue on SSR	Continued support to the Cambodian multi-stakeholder Study Group on SSG/R	Cambodian Institute for Cooperation and Peace
 Indonesia	Partners / mandators	
Human rights and SSR	New knowledge product: 2014 <i>Almanac on Human Rights and the Indonesian Security Sector</i> , DCAF, IDSPS, 2015	Institute for Defense, Security and Peace Studies (IDSPS)
 Mongolia	Partners / mandators	
Best practice exchange	Facilitation of a fact-finding visit by officials from the Ministry of Justice, and Police and Border Service of Mongolia to the International Police Training Institute (IPTI)	State Great Khural (Parliament) of Mongolia, Ministry of Justice, IPTI

Security sector mapping	Launch of a project mapping Mongolia's security sector and its governance architecture	Ulaanbaatar Centre for Policy Studies
Intelligence oversight	Mongolian translation of <i>Overseeing Intelligence Services: A Toolkit</i> , DCAF 2012	

 Myanmar		Partners / mandators
Police accountability and good governance	Implementation of the police accountability and good governance component of the EU project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management' including the development of a future vision of the Myanmar Police Force (MPF); review of the MPF's legal framework, manuals, and doctrine; development of a new code of police ethics and conduct; and strengthening accountability of the MPF to Parliament	MPF, EU Instrument for Stability
SSR training	Training course on 'International Relations, Democratization and Human Security for Myanmar' for 24 young professionals from Parliament, government ministries, political parties, and CSOs in Myanmar	Swiss FDFA, GCSP
New knowledge products	Myanmar translation of the DCAF-IPU Handbook on <i>Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices</i> , with prefaces by Speaker Thura Shwe Mann and Aung Sang Suu Kyi	

 Pakistan		Partners / mandators
SSR assessments	Support to an assessment of the police training and education system in Punjab Province	Government of Norway, UNODC

 Philippines		Partners / mandators
SSR training	Support to the inclusion of SSR as a regular item in the higher education curricula for senior police officers	Philippine Public Safety College, the Philippines National Police College
	Workshop on 'Security Sector Reform in Post-Conflict Societies', with a special emphasis on the situation in Mindanao	National Defense College, Office of the Presidential Advisor on the Peace Process, Friedrich Ebert Stiftung Philippines

 Thailand	Partners / mandators
Working with communities	Training workshops for community radio broadcasters from the three southern border provinces on ‘Human Security and the Media’ and ‘Human Security in Southern Thailand: Concepts, Theories, Experiences’ National Broadcasting and Telecommunications Commission of Thailand



Upcoming

- ▶ 10th anniversary workshop of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (September 2016)
- ▶ Support to a parliamentary capacity building programme in Cambodia, including the translation and launch of the Khmer language version of the DCAF-IPU Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* (2016)
- ▶ Completion of the mapping project on Mongolia’s security sector and its governance architecture (2016) Continued support for reform and accountability of the police in Myanmar (2016)
- ▶ Continued support for the SSR and peace processes in Southern Thailand (2016)

Latin America and the Caribbean



DCAF Member States and Permanent Observers

-  Argentina (2009)
-  Chile (2011, Permanent Observer)

Projects also in

-  El Salvador
-  Honduras
-  Guatemala
-  Mexico
-  Peru

Milestones







- 2002** DCAF begins cooperation with democratic institutions, security providers, and civil society in Latin America and the Caribbean on security sector governance issues
- 2009** Argentina joins DCAF as a member state
- 2011** Chile joins DCAF as a permanent observer
- 2013** DCAF contributes to the European Commission's process to develop its next programming support (2014–2020) in Latin America and the Caribbean

Despite some progress made on the way to democratization, security sectors in Latin America and the Caribbean carry the legacy of a past when political and military power often coincided or worked very closely together. Immature democratic institutions and transparency/accountability mechanisms as well as weak parliamentary and civilian oversight capacities represent a consequence of this legacy.

DCAF's work in Latin America and the Caribbean aims to support democratic transition and reinforce the region's efforts to further align domestic SSG/R frameworks with international standards and best practices. This work focuses on:


- ▶ Support to parliaments in the development of legal frameworks that foster democratic governance of the security sector
- ▶ Development of local institutional capacities and consolidating ownership of SSG/R processes
- ▶ Fostering good governance of public and private security providers
- ▶ Support to private security regulatory bodies
- ▶ Mainstreaming gender in SSR processes

In the absence of a dedicated budget, DCAF engages in cost-sharing programmes initiated by regional organizations, national governments, or institutions seeking to modernize their SSG/R policies in the light of best practice. Notable past and recent projects in Latin America include:


-  Cooperation on defence reform with the Argentine Ministry of Defence and Armed Forces (2012)
-  Discourse on SSR with the Mexican Senate (2012)
-  Delivery of expertise on intelligence oversight to the Uruguayan parliament (2012)
-  Assessments to inform EU programming support (2014–2020) in Latin America and the Caribbean (2013)
-  Start of a discourse on best practices in defence management in Chile (2015)
-  Cooperation on police legislation in Mexico (2016)

DCAF also participates in regional programmes on parliamentary capacity building and continues to translate its main best practices and knowledge products into Spanish.

Key results 2015

 DCAF's support to effective regulation of the private security industry in Latin America and the Caribbean has **contributed to strengthening the oversight and control of private security companies' (PSC) firearms holdings in El Salvador and Peru**. In particular:

- The Government of El Salvador will use an internal version of the National Action Plan, based on a baseline assessment of the small arms control in the private security sector, developed as part of the DCAF-UNLIREC project, as a resource for policy revisions to close gaps in the existing regulatory framework governing the use and management of small arms and light weapons (SALW) by PSCs.
- National authorities responsible for ammunition management and arms control in Peru have begun to draft regulation in line with norms and good practices for SALW to increase oversight and control of PSC use and management of firearms.
- PSCs in El Salvador and Peru have started to enshrine principles and norms regarding the good governance of SALW promoted by DCAF in their company practices. In Peru, armed security contractors have started to apply good practices in the area of stockpile management.

 DCAF's advisory and institutional capacity-building support has **contributed to reinforcing SDC security and justice programming in Honduras**. For instance:

- SDC and its implementing partners, the Inter-American Development Bank (IADB) and the Alliance for Peace and Justice (APJ), began implementing an effective M&E system based on a fully articulated theory of change for their activities in the framework of the Integrated Security Sector Reform and Violence Prevention Programme, incorporating international standards and best practice in the area of security and justice reform.
- The IADB and APJ adopted risk mitigation measures and identified opportunities to increase the effectiveness of their support on the basis of DCAF's policy advice.

DCAF's regional programmes in Latin America and the Caribbean

Strengthening Oversight and Building Capacities for Small Arms Control in the Private Security Industry in the LAC region		2015-2016
Issues	Activities	Partners / mandators
Regulation of the private security sector, small arms control	 <p>Targeted capacity-building and advisory support to national stakeholders in El Salvador and Peru to support the implementation of international instruments, standards, and technical assistance frameworks for small arms and light weapons control in the private security industry</p>	UNLIREC

DCAF's bilateral projects in Latin America and the Caribbean 2015

 Chile	Partners / mandators
SSR assessments	Fact-finding regarding options for future SSG/R programming
	MoD Chile
 Honduras	Partners / mandators
Backstopping support	Backstopping support to SDC for its new Cooperation Strategy for Central America in the areas of SSR, conflict analysis, and conflict sensitivity
	SDC
 Guatemala	Partners / mandators
SSR assessments	Programme evaluation of the International Commission against Impunity in Guatemala
	UNDP
 Mexico	Partners / mandators
Gender equality	Gender and SSR training to the Mexican Army and Navy
	Spanish / Dutch bilateral initiative on gender in operations

 Peru	Partners / mandators
Security and human rights	<p>Support to the implementation of security and human rights good practices through a process of multi-stakeholder engagement with the extractive industry. It combines awareness raising, identification of needs, and the development of tools and methodologies to address security and human rights challenges related to the operations of extractive companies</p> <p>CSO Socios Perú, ICRC, PeaceNexus</p>

Upcoming

- ▶ Assessment of the feasibility of Democratic Governance and Gender programming in Latin America following the launch of the Spanish language version of DCAF's *Gender and SSR Toolkit* at the Organization of American States (2016)
- ▶ Launch of the Spanish translation of the DCAF-ICRC Toolkit on *Addressing Security and Human Rights Challenges in Complex Environments* (2016)
- ▶ Follow-up on SSG/R programming options with the MoD of Chile (2016)
- ▶ Training-of-Trainers course on gender for the Guatemalan Attorney General's office (2016)
- ▶ Backstopping support to SDC Honduras (2016)
- ▶ Cooperation on police legislation in Mexico (2016)
- ▶ Expansion of security and human rights partnership in Peru to involve additional extractive companies (2016)
- ▶ Expansion of the programme 'Strengthening Oversight and Building Capacities for SALW Control in the Private Security Industry' to include Costa Rica, El Salvador, Peru, and one additional country (2016)

Selected Programmes

Gender and Security Sector Reform


Gender equality is an international norm that stipulates the equal right of women and men to opportunities and resources irrespective of their gender or the sex with which they were born. In the context of the security sector, this means that women and men have equal opportunities to participate in the provision, management, and oversight of security, and that the security needs of women, men, girls, and boys are equally addressed. Gender equality is essential to SSR; it is a democratic principle and a human right and thus an integral part of each of the standards of good security sector governance that SSR seeks to establish.

DCAF's response


DCAF supports gender equality in the context of SSG/R, which means promoting the equal participation of men and women in the oversight, management, and provision of security at all phases and levels.

- ▶ **Oversight:** Mainstreaming gender equality into both external and internal security sector oversight is essential in order to ensure that all men, women, girls, and boys enjoy equal security provision and protection under the law. This often involves both capacity building and improving equality within oversight institutions.
- ▶ **Management:** Mainstreaming gender equality into security sector management focuses on facilitating equal opportunity for women and men to participate in the security sector. Security sector institutions are usually overwhelmingly staffed by male personnel, so this often means enhancing conditions for women by improving recruitment, retention, and career advancement, and providing a safe and productive working environment.
- ▶ **Security provision:** Mainstreaming gender equality into security provision means ensuring that both the security sector institutions and their personnel have sufficient skills, resources, and support to provide security for all women, men, girls, and boys in a way that is responsive to their specific needs.


Key results 2015

 DCAF's capacity building for gender trainers associated with the Centres for Judicial and Prosecutorial Training in the Republica Srpska and the Federation of Bosnia and Herzegovina has **contributed to gender trainers beginning to promote and facilitate changes in the delivery of training / education**. In particular:


- Judges, prosecutors and legal educators trained by DCAF successfully applied both their newly gained knowledge in the areas of domestic violence, sexual and gender-based harassment and gender bias, as well as their newly gained skills in adult teaching methodology in the delivery of training at the Centres for Judicial and Prosecutorial Training. This has contributed to improving the quality and content of teaching on gender issues in the judiciary of Bosnia and Herzegovina.
- The gender trainers have propagated norms promoted by DCAF in various settings, including through the provision of trainings for judges and prosecutors, and in speaking engagements and interactions with the media. It is expected that these trainers will continue to act as agents of change in the judiciary.

 DCAF's engagement with national stakeholders in a gender survey of the security sector in Mali has **contributed to security institutions identifying opportunities to strengthen the integration of gender perspectives into their institutional frameworks and practices**. In particular:

- Drawing on their contribution to the survey, researchers from a range of security institutions have developed concrete recommendations for gender mainstreaming within their respective institutions. These recommendations will be formally submitted to individual security institutions and relevant ministries.

 DCAF's support to the development of the first-ever judicial bench book on domestic case evaluation and sentencing in Bosnia and Herzegovina has **contributed to the institutionalization of the bench book within the judiciary system, as well as to emerging changes in judicial practice**. This is illustrated by:

- The adoption of the bench book as official training material by the Centres for Judicial and Prosecutorial Training which are responsible for all mandatory continuous professional training for judges and prosecutors in the Republica Srpska and the Federation of Bosnia and Herzegovina. This is expected to contribute to the improvement of the judicial response to domestic violence.
- The increasing number of judges who have started to call for comprehensive changes to the judicial response to domestic violence as a result of engagement with DCAF. Over 60 judges have expressed an interest in learning more about domestic violence, while 36 judges voluntarily registered to participate in working groups to improve judicial practice in cases of domestic violence.



 DCAF's advisory support to the Sierra Leone Police (SLP) has **contributed to the SLP launching an inclusive and participatory process to ensure the effective implementation of gender mainstreaming policies and policies aimed at improving the handling and investigation of internal complaints on sexual and gender-based harassment.** More specifically:

- Following the approval of the SLP Gender Mainstreaming Policy (GMS) and the SLP Policy for the Prevention of Sexual Exploitation, Abuse, and Harassment (SEAH), which the Gender Unit of the SLP reviewed with support of DCAF, the unit has started developing an implementation plan as well as monitoring templates to ensure the effective implementation of these two policy documents.
- By incorporating personnel outside of the Gender Unit into the process and seeking the perspectives of different entities within the SLP and across the country, the Gender Unit adopted a consultative approach which had been promoted in the DCAF-supported review of the GMS and SEAH.

 DCAF's support to the judiciary of Bosnia and Herzegovina has **contributed to the adoption and institutionalization of a new policy model on sexual and gender-based harassment.** In particular:





- The guidelines to prevent sexual and gender-based harassment that were developed by a working group of legal professionals with support of DCAF were adopted by the High Judicial and Prosecutorial Council (HJPC). This has resulted in all courts and prosecutor's offices beginning to align their practices and codes of conduct with the guidelines.
- Within each judicial institution in the country, a sexual and gender-based harassment advisor position was created.
- The HPJC developed a record-keeping mechanism to track internal complaints of sexual and gender-based harassment as well as orientation sessions held for judges and court employees.

DCAF's selected work on gender and SSR in 2015

Multilateral organizations	Partners / mandators
 African Union	<p>Review of the draft of the Operational Guidance Note on Gender and SSR to support the implementation of the AU Policy Framework on SSR</p> <p>AU, ASSN</p>
 European Union	<p>Modules on gender and SSR for the ongoing ESDC-accredited biannual course on 'A Comprehensive Approach to Gender in Operations'</p> <p>Spanish / Dutch bilateral initiative on gender in operations</p>

 NATO	New knowledge product: <i>Gender and Complaints Mechanisms: A Handbook for Armed Forces and Ombuds Institutions to Prevent and Respond to Gender-Related Discrimination, Harassment, Bullying and Abuse</i> , DCAF 2015	NATO SPS
 NATO PA	Analysis of the role of parliaments in advancing the Women, Peace and Security agenda in NATO member countries	NATO PA

Europe	Partners / mandators	
 Bosnia and Herzegovina	Project on mainstreaming gender equality into the policies and practices of the BiH judiciary focusing on domestic violence, sexual and gender-based harassment, and gender bias (2014-2016)	CSO Atlantic Initiative
 Georgia	Policy training on gender and complaints handling mechanisms	Georgian MoD, UN Women
Southeast Europe 	Training on gender policy advocacy for the Armed Forces of Bosnia and Herzegovina, Macedonia, Montenegro, and Serbia, in the framework of the UNDP/SEESAC 'Gender Equality in the Military' project	UNDP/SEESAC
 Sweden	Delivery of sessions on 'Gender and SSR' and 'Men and Masculinities' as part of the NATO-selected Nordic Defence Cooperation Gender Training-of-Trainers Course	Nordic Centre for Gender in Military Operations, SWEDINT
 Switzerland	Organization of the conference '15 Years on UN Security Council Resolution 1325 on Women, Peace and Security – Review and Outlook'	Swiss FDFA
 Ukraine	<p>Workshop on 'The role of women and gender policies in addressing the military conflict in Ukraine: Implementing UN Security Council Resolution 1325 and related Resolutions'</p> <p>Workshop on 'Gender Equality and Equal Treatment in the Defence and Security Sector of Ukraine – Current and Future'</p> <p>Support to the implementation of the Istanbul Convention on Action against Violence against Women and Domestic Violence</p>	<p>CSO Democracy Development Center, Istituto Affari Internazionali (IAI) Italy</p> <p>National Agency of Ukraine on Civil Service, NATO Liaison Office Ukraine</p> <p>Council of Europe</p>
 United Kingdom	Ongoing support to training on Women, Peace and Security, and gender in military operations	UK Stabilisation Unit

Africa		Partners / mandators
 Liberia	Three-year capacity-building project on gender equality and SSG/R for community-based organizations, community leaders, and security actors in the border counties of Nimba, Lofa, River Gee, and Grand Gedeh (2014-2017)	Mano River Union Women's Peace Network Liberia Chapter, United States Department of State
 Mali	Survey on the integration of gender within the security sector in Mali New knowledge product: <i>The Security Sector and Gender: A survey of the National Police, Civil Protection, the Armed and Security Forces, Justice system and Penal services in Mali</i>	Armed Forces, National Police, and Civil Protection of Mali, UNPOL / MINUSMA, Association of Women Lawyers of Mali
 Senegal	Project development to support the implementation of the Ministry of the Armed Forces' gender strategy	Ministry of the Armed Forces of Senegal, Ministry of Women, Children and Family Affairs of Senegal
 Sierra Leone	Development of an action plan and a training manual for the implementation and monitoring of the Sierra Leone Police (SLP) Gender Mainstreaming Policy and the Sexual Exploitation, Abuse, and Harassment Policy	SLP Gender Unit

Middle East		Partners / mandators
 Jordan	Two-year project to implement a gender and security assessment of the Jordanian Armed Forces (JAF) and support the development and implementation of an action plan to facilitate the integration of servicewomen within the JAF (2015-2017)	NATO Jordan III Trust Fund, JAF Directorate of Military Women's Affairs, Swiss FDFA








Upcoming

- ▶ DCAF-NATO/PfPC Handbook Teaching Gender in the Military (2016)
- ▶ Support to the preparation of the Annual Conference of the NATO Committee on Gender Perspectives (2016)
- ▶ Assessment of the feasibility of Democratic Governance and Gender programming in Latin America following the launch of the Spanish edition of DCAF's *Gender and SSR Toolkit* (2016)
- ▶ Support to the Ministry of Armed Forces of Senegal in implementing its gender strategy (2016)
- ▶ Promotion of women's participation in security decision-making in the border counties of Bong and Grand Cape Mount of Liberia (2016)
- ▶ Development of a training curriculum on SSR for women's CSOs (2016)

Support to the International Community through ISSAT

ISSAT Governing Board Members and Observers





-  Austria
-  Belgium
-  Canada
-  Estonia
-  Finland
-  France
-  Germany
-  Ireland
-  The Netherlands
-  Norway
-  Slovakia
-  Sweden
-  Switzerland
-  The United Kingdom

-  African Union
-  African Development Bank (observer)
-  European Union
-  International Organisation of La Francophonie
-  Inter-American Development Bank (observer)
-  Organisation for Economic Co-operation and Development
-  Organization for Security and Co-operation in Europe
-  United Nations

Projects also in

- Africa**
-  DRC
 -  Guinea-Bissau
 -  Mali
 -  Niger
 -  Zimbabwe

- Asia**
-  Bangladesh
 -  Pakistan

- Europe**
-  Albania
 -  Armenia
 -  Bosnia and Herzegovina
 -  Moldova

- Latin America**
-  Guatemala
 -  Honduras



DCAF's International Security Sector Advisory Team (ISSAT) is a multi-donor funded initiative that was established in 2008 in order to increase the international community's capacity and coordination in SSR processes and enhance the effectiveness of SSR programming in line with international good practice, and primarily in conflict-affected and fragile states.


ISSAT combines expertise in police, justice, defence, and governance reform, development programming, change management, and participatory political processes. ISSAT provides services in the following four core areas

- ▶ **Advisory field support** – targeted, project-specific in-country support to SSR assessments, programme design, reviews, and evaluations, together with long-term backstopping, and coaching and mentoring of field staff
- ▶ **Training and capacity building** – supporting the conduct of training as a core instrument to develop capacity and awareness on security and justice reform for personnel in the field and at headquarters
- ▶ **Knowledge services** – documenting lessons learned and good practice as well as creating a learning environment for security and justice practitioners to exchange information, share experiences, and facilitate communication
- ▶ **Advocacy and outreach** – awareness raising and networking activities aiming to bring about a whole-of-government approach, facilitate greater coordination, broaden knowledge on security and justice reform lessons, trends, and challenges, and encourage the use of good practice throughout.


Key results 2015



DCAF's support to donor militaries' capability to prevent violent conflict, in part via the Understand to Prevent (U2P) initiative, has **contributed to the strengthening of a comprehensive approach to SSR among a number of defence institutions**. For example:

-  Defence institutions such as the 1 German-Netherlands Corps or the UK 77 Brigade have incorporated SSR elements into their planning and exercises.
-  The Federal Republic of Germany has incorporated SSR into the training of colonels at the General Staff College of the German Armed Forces. This is expected to improve the role of the Federal Defence Forces, and operations of multinational military coalitions that Germany supports, in conflict prevention.

-  The NATO Allied Rapid Reaction Corps has developed a more holistic approach to SSR that is starting to filter through to the planning, training and evaluation branches.






DCAF's capacity-building support to peacekeeping training centres in different countries has **contributed to strengthening training initiatives for peacekeeping forces and enhancing the understanding and importance of SSR in the context of peacekeeping operations**. In 2015:








-  Staff of the Peace Support Operations Training Centre (PSOTC) in Bosnia and Herzegovina was able to deliver an advanced SSR training course with minimum oversight of DCAF personnel. It is expected that, by the end of 2016, training capacity will be sufficiently embedded to be substantially delivered without external support.

  DCAF's advisory and institutional capacity-building support has **contributed to reinforcing SDC security and justice programming in Honduras**. For instance:

- SDC and its implementing partners, the Inter-American Development Bank (IADB) and the Alliance for Peace and Justice (APJ), began implementing an effective M&E system based on a fully articulated theory of change for their activities in the framework of the Integrated Security Sector Reform and Violence Prevention Programme, incorporating international standards and best practice in the area of security and justice reform.
- The IADB and APJ adopted risk mitigation measures and identified opportunities to increase the effectiveness of their support on the basis of DCAF's policy advice.

Activities 2015

Advisory Field Support		
Conducted in	Activities	Mandators
 Albania	Programme design support to the Swedish-Albanian Community Policing Programme (Phase II)	 Sweden
 Democratic Republic of the Congo	Evaluation of the sustainability, relevance, efficiency, and effectiveness of the UNDP Community Policing Project	 UNDP
 EU HQ	Support to the preparation and revision of the EU planning process for the new EU SSR policy	 EU
 Guatemala	Programme evaluation of the International Commission against Impunity in Guatemala	 UNDP

 Guinea-Bissau	Support to the EU Delegation in Guinea-Bissau in the AU-EU-UN Joint Assessment Mission to identify opportunities for SSR support in Guinea-Bissau	 EU
 Honduras	Backstopping support to SDC for its new Cooperation Strategy for Central America in the areas of SSR, conflict analysis, and conflict sensitivity	 Switzerland
 Mali	Audit of the Ministry of Internal Security and Civil Protection, and the Inspectorate of the Gendarmerie	 DCAF
 Moldova	Review of the Norwegian Rule of Law Advisers (NORLAM) project's contribution to justice reform in Moldova	 Norway
 Niger	Sensitization for the Department of Homeland Security in Niger on Inspectorate Services and Police Accountability	 DCAF
 Pakistan	Support to an assessment of the police training and education system in Punjab Province	 Norway,  UNODC
 Switzerland	Support to the monitoring and evaluation of the OSCE Law Enforcement Development Programme in Kosovo	 OSCE
	Desk study on bilateral engagement and mapping of the Justice and Security Sector in Ukraine	 Sweden
	Preliminary mapping of international justice and selected security assistance (non-DCAF) programmes in Ukraine	
 UN HQ	Planning for the External Review of the functions, structure, and capacity of the UN Police Division	 UN DPKO

Training and Capacity Building

















Conducted in	Activities	Mandators
 Armenia	Workshop on 'SSR – from Theory to Practice' for the OSCE office in Yerevan and the Government of Armenia	 Austria
 Austria	Two ESDC Core Courses on SSR	 Austria
	European Association of Peacekeeping Training Centres (EAPTC) meeting	 DCAF
 Bangladesh	Introductory training on 'SSR and Peace Support Operations' at the Bangladesh Institute for Peace Support Operations Training	 Norway

 Bosnia and Herzegovina	Capacity building, guidance, and mentoring to the Peace Support Operations Training Centre to design and deliver SSR trainings	 Switzerland
 EU HQ	Training on ‘SSR and the EU Comprehensive Approach to Crisis and Fragility’	 EU
 Finland	Advanced Training on SSR for personnel who are dealing with or could be deployed in support of bilateral, regional, or multilateral security and justice reform programmes	 Finland
 Germany	Training on ‘SSR and Military Operational Thinking’ for the German Armed Forces Command and Staff College	 Germany
 Guinea-Bissau	Security and justice sector reform sensitization for the EU Delegation in Guinea-Bissau	 EU Delegation in Guinea-Bissau
 IDB IDB HQ	Advanced ‘Justice and Security Sector Reform’ training	 Switzerland
 Mali	Advanced SSR <i>Training at the Ecole de Maintien de la Paix</i> , Bamako	 France
 Netherlands	Advanced Training on SSR for personnel who are dealing with or could be deployed in support of bilateral, regional, or multilateral security and justice reform programmes	 Netherlands ,  EU
	Senior Strategic Advisors Master Class on ‘Police Reform in an International and Security Sector Reform Context’	    Canada, Netherlands, Norway, UK
 Norway	Advanced Training on ‘Justice and Security Sector Reform’ for members of the Norwegian Rule of Law Response Pool, managed by the Norwegian Ministry of Justice and Public Security	 Norway
 Slovakia	Introductory Training on SSR for the Visegrad 4 Group	 Slovakia
 Switzerland	Sensitization briefing on ‘Peace Support Operations and SSR’, as part of SWISSINT’s ‘Introductory Course for Peace Support Operations’	 Switzerland
	Training on ‘Design, Monitoring, and Evaluation for Peacebuilding, Security, and Development’ for national development, peace, and security officials; representatives from local and international development, political, and security agencies; and technical advisors/programme officers nominated by the UN and other relevant agencies.	 Switzerland (mandator) GCSP, GICHD, SAS (implementing partners)

Knowledge Services

- ▶ Re-design of the ISSAT website issat.dcaf.ch to improve the organization of content and provide a cleaner and more user-friendly interface
- ▶ Launch of a *Principles in Practice* series to document positive lessons drawn from ISSAT mandates. The series already includes entries on *Local Ownership* and *Donor and Cross-Government Coordination*. Others under development include *National Security Strategy Development*, *Customary Justice*, and *Political Engagement and Sustainability*.

Advocacy and Outreach

Conducted in	Activities	Mandators
 AU HQ	Presentations given at AU workshops on the development of a DDR Compendium and Training Manual and on 'Collaborative assessment of non-state armed groups and advancing stabilisation, DDR, and cross-border security'	 AU
 EU HQ	Presentation on SSR key trends and challenges for the European Commission's DG DEVCO staff delegates	 Netherlands,  Slovakia
 Germany	Sensitization on SSR to the 1 German-Netherlands Corps (1GNC)	 Germany,  Netherlands
 Ireland	Workshop evaluating the role of the Defence Forces in supporting SSR Workshop on SSR in post-conflict contexts	 Ireland
 Switzerland	Facilitation of a meeting on how the international community can more effectively engage with political elites in partner countries to support SSR Workshop on 'Dealing with the Past' for professionals from governmental and multilateral institutions as well as from national and international NGOs working in countries or regions which have a legacy of human rights abuse	 Netherlands,  UK  Switzerland
 UN HQ	Support to a UN Group of Friends of SSR Ministerial meeting	 Slovakia

Upcoming

- ▶ Support to the UN DPKO in undertaking the External Review of the functions, structure, and capacity of the UN Police Division (2016)
- ▶ Review of French SSR programmes in West Africa, including deployments to Burkina Faso, Côte D'Ivoire, and Guinea (2016)

- ▶ Support to the UNSOM – Puntland programme on security sector development (2016)
- ▶ Support to the EU Delegation on project identification for justice reform programming in Guinea-Bissau (2016)
- ▶ Continued support to the Norway/UNODC assessment of the police training and education system in Punjab Province (2016)
- ▶ Continued support to SDC Honduras (2016-2017)

Private Security Governance and Public- Private Partnerships

Across the world, there has been a substantial shift in how security is provided with security functions traditionally attributed to the state increasingly undertaken by a range of private, commercial actors. The private security industry is burgeoning, both within domestic markets and internationally. Moreover, commercial entities that operate in complex environments, such as the global extractive industry, work directly with public and private security providers as well as security sector management and oversight bodies. However, the influential role these private actors play within the wider security sector governance landscape is seldom acknowledged. At the international level, private actors are rarely reflected in SSR policies and programming. At the national level, legal and policy frameworks, accountability mechanisms, and capacities have evolved very little to address these crucial changes.

DCAF's response

DCAF supports holistic, multi-stakeholder approaches that foster and strengthen innovative partnerships to address the challenges of private security governance, bringing together states, civil society, international organizations, and companies including the private security and extractive industries. These partnerships aim to find mutually acceptable solutions and elaborate operational, governance and oversight standards that maintain balance between commercial interests, public safety, and individual rights, and allow private actors to operate within a framework that ensures accountability, the rule of law, respect for international humanitarian law and human rights.

DCAF's initiatives in the areas of private security governance as well as business and SSR focus on the following key areas:

<p>Support to the Montreux Document on Pertinent Legal Obligations and Good Practices for States Related to the Operations of Private Military and Security Companies during Armed Conflict</p>	<ul style="list-style-type: none"> ▶ Building political support for the Montreux Document among states and inter-governmental organizations ▶ Promoting implementation of good practices contained in the Montreux Document at international, regional, and national levels ▶ As Secretariat of the Montreux Document Forum, supporting an intergovernmental dialogue on lessons learned, good practices, and challenges related to the regulation of PMSCs
<p>Support to the International Code of Conduct For Private Security Service Providers</p>	<ul style="list-style-type: none"> ▶ Raising awareness and building support for the ICoC among relevant stakeholders ▶ Supporting the institutional development of the ICoC Association, in conjunction with its government, industry, and civil society pillars ▶ Developing tools and knowledge products to support the implementation of the ICoC
<p>Support to democratic oversight of the private security sector at the national level</p>	<ul style="list-style-type: none"> ▶ Legal and policy advice on and disseminating good practices of national regulations of private security actors ▶ Developing guidance tools and conducting capacity-building activities to reinforce the oversight role of parliaments and civil society with regard to the private security sector
<p>Support to the Voluntary Principles on Security and Human Rights</p>	<ul style="list-style-type: none"> ▶ Developing, together with the ICRC, a Toolkit of good practices to support multi-stakeholder engagement on security and human rights by companies, states, and civil society ▶ Maintaining a knowledge hub www.securityhumanrightshub.org to share relevant guidance, tools, and case studies
<p>Building national capacities on security and human rights</p>	<ul style="list-style-type: none"> ▶ Supporting the implementation of security and human rights good practices at the national and local levels via partnerships with domestic actors ▶ Developing a training curriculum for public security forces based on SSR good practice and international human rights and humanitarian law

The Montreux Document

The Montreux Document on Pertinent Legal Obligations and Good Practices for States Related to the Operations of Private Military and Security Companies during Armed Conflict is the first document of international significance that reaffirms existing obligations of states under international law relating to the activities of private military and security companies (PMSCs). The Document also lists good practices to assist states in implementing these obligations.

As the result of a joint initiative launched by the Swiss government and the ICRC with the support of DCAF in 2006, the Montreux Document clarified the misconception that PMSCs operate in a legal vacuum by recalling and compiling applicable international obligations. It promotes respect for international humanitarian law and human rights law and provides a blueprint for governments to effectively regulate PMSCs.

Finalized in 2008, the Montreux Document seeks to provide guidance on the basis of existing international law and is not a legally binding treaty. Although developed primarily for situations of armed conflict, most of the Montreux Document good practices are ideally put in place during peacetime and are relevant in many different settings.

In 2014, the Montreux Document Forum (MDF) was created to provide a venue for informal consultation among participants as well as a platform for exchange to support national implementation and outreach of the initiative. DCAF is the Secretariat of the MDF.

The Montreux Document is currently supported by **53** states and **3** international organizations (the EU, NATO, and OSCE).

For more information, visit www.mdforum.ch

The International Code of Conduct for Private Security Service Providers and its Association

The International Code of Conduct for Private Security Service Providers (ICoC) articulates principles and standards for the provision of private security services which are in compliance with international human rights and humanitarian law. It also provides for improved accountability of the industry by establishing an external independent governance and oversight mechanism. The ICoC is primarily aimed at the private security industry operating in complex environments. However, it can also be used by PSCs' clients (states, humanitarian organizations, extractive industries, or other commercial actors) to help define expectations as well as performance and compliance standards in connection with their contracting policies and practices.



The ICoC Association was created in 2013 to certify companies and monitor their subsequent compliance, including the handling of complaints on alleged violations of the Code.

As of the date of the publication of this report, the ICoCA has **99** PSC members, **13** civil society members, and **6** government members.






For more information, visit www.icoca.ch

Key results 2015

DCAF's sustained awareness-raising efforts regarding existing legal obligations of States pertaining to the use of private security services have **contributed to a growing political commitment and support to the Montreux Document, in particular beyond the Euro-Atlantic region**. For instance:

-  Madagascar joined the Montreux Document in 2015.
-  A research study on the application of the Montreux Document in the African region was launched by the Organisation Internationale de la Francophonie following a regional conference in Dakar supported by DCAF.

DCAF's support in the framework of the Montreux Document has **contributed to States and international organizations taking steps towards effectively regulating PSCs in line with legal norms and good practices contained in the Montreux Document**. For instance:


-   Armenia and Peru have begun revising their national legal frameworks and aligning them with good practices included in the Montreux Document.
-    A number of participant States and international organizations including Australia, the EU and NATO directly incorporated good practices contained in the Montreux Document into their internal procurement frameworks for private security contractors.
- Actors beyond traditional executive ministries have been increasingly involved in the implementation of the Montreux Document, which suggests a normative shift in the interpretation of the applicatory scope of the Document to include contexts beyond situations of armed conflict.

DCAF's capacity-building support has **contributed to civil society organisations starting to play a role in contributing expert information to national discussions on the regulation of PSCs**. In particular:

- Eight researchers from different civil society organizations in Southeast Europe used the knowledge and methodological skills that they acquired during DCAF workshops to develop publications which analyse the existing regulatory framework for PSCs in the region. This is expected to raise awareness on the shortcomings of existing regulatory frameworks and provide an empirical basis for national policy debates.

DCAF's support to the International Code of Conduct (ICoC) Association has **contributed to significant steps being taken towards enhancing the vetting and procurement processes for private security services**. In particular:


- In July 2015, the ICoCA General Assembly unanimously approved a Certification Procedure for its industry members, which is used to verify PSC compliance with ICoC standards.

- A growing number of PSCs have been applying for membership to the ICoCA, using the DCAF-supported ICoCA website. Membership in the ICoCA will entail subjection to regular monitoring and the responsibility to establish fair and accessible grievance mechanisms that will offer remedies for alleged violations of the Code.
- Approximately 100 PSCs have qualified for membership in the ICoC Association.
-  Governments are showing increasing support for the ICoCA. Following similar declarations from Australia, Switzerland, UK and US, in Sweden, PSC membership in ICoCA is a “deciding factor” in the awarding of private security contracts.

DCAF’s partnership with the ICRC to support the Voluntary Principles on Security and Human Rights has contributed to extractive companies identifying and promoting security and human rights good practices within the industry. In particular:

- The global oil and gas industry association for environmental and social issues (IPIECA) has initiated a process to develop guidance jointly with DCAF and the ICRC on company-host state security arrangements. This is expected to raise awareness on SSR-related challenges and identify good practices to be adopted by companies within the Voluntary Principles initiative.

DCAF’s capacity-building support has contributed to civil society organizations ability to engage constructively with extractives companies to address security and human rights concerns. In particular:

-  The civil society organization Socios Peru has used the knowledge developed by DCAF and the ICRC in the Security and Human Rights Toolkit to engage with companies in Peru on finding local solutions to current security and human rights challenges

Selected activities 2015

- ▶ Support to the ICoC Association in the certification and monitoring procedures for the private security industry
- ▶ Continuation of a research project on challenges of private security regulation in Albania, Bulgaria, Kosovo, and Serbia, and publication of the research volume *A Force for Good? Mapping the Private Security Landscape in Southeast Europe*
- ▶ Capacity-building and advisory support to national stakeholders in El Salvador and Peru to support the implementation of international instruments, standards, and technical assistance frameworks for small arms and light weapons control in the private security industry

- ▶ Publication of guidance on engagement between extractive companies and private security providers as part of the *Addressing Security and Human Rights Challenges in Complex Environments Toolkit* (DCAF & ICRC, 2015)
- ▶ New partnership with Socios Perú and the PeaceNexus Foundation to support Voluntary Principles implementation in Peru

The Voluntary Principles on Security and Human Rights

The Voluntary Principles on Security and Human Rights (VPs) is a multi-stakeholder initiative, established in 2000, in which governments, extractive companies, and NGOs work together to address security and human rights challenges around extractive operations.

The VPs are a set of principles to guide extractive companies in maintaining the safety and security of their operations within a framework that ensures respect for international human rights, humanitarian law, and fundamental freedoms. The principles provide guidance on risk assessments and relations with public and private security.

Current membership of the VPs includes **9** governments, **31** companies, and **10** NGOs. DCAF is an official Observer of the VPs since 2012.

For more information, visit www.voluntaryprinciples.org and www.securityhumanrightshub.org

DCAF's Public-Private Partnerships Hub

The Public-Private Partnerships Hub (PPPs Hub) is an innovative platform created by DCAF to foster, connect, and support multi-stakeholder approaches in security governance. The PPPs Hub promotes effective cooperation and innovative partnerships between national authorities, international organizations, civil society, and the private sector.

The PPPs Hub focuses on three main activity areas: Private Security Governance, Business and SSR, and Cyber Security Governance. It brings together guidance documents, operational tools, and other useful resources specifically designed with and for practitioners, industry, governments, and civil society.

For more information, visit www.ppps.dcaf.ch

Upcoming

- ▶ Establishment of civil society observatories in Africa to support effective civil society monitoring of PSCs (2016)
- ▶ Development of practical tools to support private security regulation in the areas of contract guidance, National Action Plans, and procurement practices (2016)

- ▶ Development of practical guidance on engagement between companies and local communities to address security and human rights issues in complex environments (2016)
- ▶ Further field-based support to companies implementing the Voluntary Principles in Peru (2016)
- ▶ Development of guidance and templates for establishing a Memorandum of Understanding around security arrangements with host governments, in partnership with IPIECA (2016-2017).

Ombuds Institutions for the Armed Forces

Ombuds institutions for the armed forces are bodies that have a common mandate to receive and investigate complaints from within or relating to the armed forces. They are characterized by their independence from the bodies they are tasked to oversee and their impartiality in carrying out their duties. Ombuds institutions for the armed forces are an essential part of any transparent and accountable security sector. These institutions help to prevent human rights abuses and maladministration, and contribute to the rule of law and overall good governance of the security sector.




DCAF's response

The objective of DCAF's ombuds institutions programme is to promote the important role played by ombuds institutions with the armed forces and international actors, and to work directly with ombuds institutions to enhance their effectiveness and capacity in carrying out their work. DCAF's ombuds institutions programme focuses on three interlinked dimensions:

- ▶ **Promotion of norms and good practice.** DCAF co-hosts the International Conference of Ombuds Institutions for the Armed Forces (ICOAF) that annually brings together representatives of ombuds institutions from various countries with the purpose of exchanging information and experiences about their functioning and good practice. DCAF also organizes thematic workshops, exploring different topics that have proven to be particularly challenging or relevant for ombuds institutions for the armed forces.
- ▶ **Creation knowledge products** on issues pertaining to ombuds institutions. The resources share good practices and examples from ombuds institutions and are used by other ombuds institutions to more effectively carry out their work.
- ▶ **Advisory and operational support.** DCAF regularly provides policy advice to countries interested in establishing their own ombuds institution as well as existing institutions seeking to expand their mandates. DCAF also provides tailored training and support to ombuds institutions seeking to build their capacity.

Key results 2015

DCAF's support in the framework of the International Conference of Ombuds Institutions for Armed Forces (ICOAF) has **contributed to increasing the visibility of ombuds institutions and paving the way for selected countries to take measures to enhancing the accountability of the armed forces by establishing ombuds institutions or strengthening their functioning, mandates and powers.** For example:

-  The United Kingdom passed new legislation granting substantially increased powers to the new Service Complaints Ombudsman (formerly Service Complaints Commissioner). The law came into force in January 2016.
-  The South African Military Ombud, which was established in 2014 drawing on DCAF's policy and legal advice, has proven to be an effective outlet for the grievances of members of the South African National Defence Forces as it has been actively working to resolve the complaints of military personnel. In its first two years of operation, the ombudsman has received nearly 600 complaints, reflecting the high level of confidence that members of the armed forces have in the institution.
-  Drawing on the international good practice shared at ICOAF, the Ombudsman of Tajikistan has begun conducting inspection visits to military units and disseminating information among conscripts and other military personnel regarding the role of the Ombudsman. The Ombudsman has initiated high level collaboration with the Ministry of Defence of Tajikistan in order to facilitate greater cooperation between the two institutions in the future.

Activities 2015

Issues	Activities	Partners / mandators
Promotion of norms and good practice	7 th International Conference of Ombuds Institutions for the Armed Forces attended by 75 representatives of ombuds institutions for the armed forces from 37 countries	Chief Inspector for Human Rights within the MoD of the Czech Republic
Capacity-building support	 Support to the development of ombuds institutions for the armed forces in Albania, Armenia, Bosnia and Herzegovina, Burkina Faso, Georgia, Kazakhstan, Kyrgyzstan, Madagascar, Mali, Malta, Mongolia, Niger, Philippines, Senegal, Serbia, Tajikistan, Togo, Tunisia, and Ukraine.	Swiss DDPS

	 Workshop on 'Preventing and Responding to Gender-Related Complaints in Armed Forces'	NATO SPS
	 Policy training on gender and complaints handling mechanisms to the Georgian MoD	Georgian MoD
	 Peer-to-peer capacity-development training for the new security sector monitoring unit in the Office of the Public Defender (PDO) of Georgia on best practices related to monitoring the security sector, through a visit to the Serbian office of the Protector of Citizens Training workshop for PDO staff on 'Monitoring the Security Sector'	Office of the Public Defender of Georgia
New knowledge products	<i>Gender and Complaints Mechanisms: A Handbook for Armed Forces and Ombuds Institutions to Prevent and respond to Gender-Related Discrimination, Harassment, Bullying and Abuse</i> , DCAF & NATO 2015 <i>Mapping Study on Ombuds Institution for the Armed Forces in the OSCE Region</i> , DCAF & OSCE/ODIHR 2015	

Upcoming





- ▶ 8th International Conference of Ombuds Institutions for the Armed Forces (Amsterdam, October 2016)
- ▶ The subsequent hosts of the 9th (United Kingdom), 10th (South Africa), and 11th ICOAFs (Bosnia and Herzegovina) have been confirmed, ensuring the continuation of the annual conference series until 2019.
- ▶ Development of a Guide on the use of social media within the armed forces (2016)
- ▶ Publication of *Ombuds Institutions for the Armed Forces in Francophone Countries of Sub-Saharan Africa* (2016)

The International Conference of Ombuds Institutions for Armed Forces

The International Conference of Ombuds Institutions for Armed Forces (ICOAF) is an annual conference that brings together representatives of ombuds institutions from countries around the globe with the purpose of exchanging experiences, best practices, and lessons learned related to the mandate, powers, and functioning of ombuds institutions with jurisdiction over the armed forces. The ICOAF initiative also reaches out to states that do not have such an institution but have expressed an interest in learning from the experiences of other states.

ICOAF was established in 2009. To date, representatives of ombuds institutions from the following countries have participated in the ICOAF initiative:

 Albania	 Estonia	 Madagascar	 Senegal
 Argentina	 Finland	 Mali	 Serbia
 Armenia	 France	 Malta	 Slovakia
 Australia	 Georgia	 Mongolia	 Slovenia
 Austria	 Germany	 Montenegro	 South Africa
 Belgium	 Honduras	 Nepal	 Sweden
 Bosnia and Herzegovina	 Hungary	 Netherlands	 Switzerland
 Burkina Faso	 Ireland	 Niger	 Tajikistan
 Burundi	 Japan	 Norway	 Togo
 Cameroon	 Kazakhstan	 Philippines	 Tunisia
 Canada	 Kyrgyzstan	 Poland	 Ukraine
 Côte d'Ivoire	 Latvia	 Romania	 United Kingdom
 Czech Republic	 Lithuania	 Russia	 United States

Additionally, the European Organisation of Military Associations,  the EU,  NATO,  the OSCE, and  the UN participated in ICOAF conferences as observers.

For more information, visit www.icoaf.org

New Perspectives on Security Sector Governance

Security Sector Governance and Sustainable Development Goals

In September 2015, the UN Sustainable Development Summit adopted the 2030 Agenda for Sustainable Development – a set of 17 Goals and 169 targets to be achieved globally by 2030.

In this universally accepted Agenda, peace, security, and justice are recognized as integral to sustainable development. Moreover, the Agenda clearly stipulates that promoting peaceful and inclusive societies, providing access to justice for all, and building accountable institutions (together representing Goal 16) will bring about improvements relevant to other Goals, thus ending poverty, ensuring sustainable and inclusive economic growth, and reducing inequality worldwide.

It is generally recognized today that SSR plays a vital role in both conflict prevention and peacebuilding, and that accountable security service delivery and rule of law are prerequisites for achieving sustainable peace and development. If we look at SSR from this perspective, it becomes clear that it will be an indispensable tool in the implementation of the Sustainable Development Agenda as a whole.

The Sustainable Development Goals will shape global policy and action of all countries and stakeholders during the next 15 years. The following Goals are of particular importance for DCAF:

- ▶ Goal 16 (Peace, justice, and strong and accountable institutions)
- ▶ Goal 5 (Gender equality)
- ▶ Goal 11 (Sustainable cities and communities)

DCAF will steer its work so as to integrate the Sustainable Development Agenda into its many activities. As part of its core mission, DCAF will continue

to address issues of good governance, accountable security service delivery, rule of law, human rights, access to justice, gender equality, and urban safety through inclusive and context-specific SSG/R support, capacity building, outreach, and promotion of relevant norms and standards.

DCAF's support to the implementation of the Sustainable Development Goals is based on a multi-stakeholder approach which brings together actors from the security sector, justice, development, and human rights and facilitates partnerships between governments, private actors, and civil society.

Following the adoption of the 2030 Agenda for Sustainable Development, DCAF took part in several initiatives already in 2015 aiming to raise awareness and prepare the implementation of the SDGs. Among them were:

- ▶ The launch of the SDG Hub, bringing together Maison de la Paix partners with considerable expertise in peace, security, and justice. Organizations collaborating with DCAF in the SDG Hub include the IHEID Centre on Conflict, Development and Peacebuilding; the GCSP; the GICHD; the Inclusive Peace and Transition Initiative; Interpeace; Justice Rapid Response; and the Small Arms Survey.
- ▶ The establishment of DCAF's internal working group on SDGs, to consolidate inputs for future initiatives and develop a better understanding of the role of SSG/R in the implementation of the Sustainable Development Goals as well as the peace and security agenda at large.
- ▶ The UNOG-DCAF special discussion for the Geneva-based diplomatic community on 'Security for Sustainable Development: Safety, Justice and Good Governance across the Sustainable Development Goals'.

This work will continue in 2016 and shall include:

- ▶ The development of joint and complementary thematic expertise by partners from the SDG Hub, which will be placed at the disposal of states that wish to strengthen their national capacity to implement the SDGs and need tools to monitor and evaluate progress
- ▶ Policy briefs on approaches, experiences, and challenges in addressing the SDGs in the context of SSG/R activities in different geographic and thematic contexts
- ▶ A panel on the implementation of Goal 16 as a cross-cutting endeavor to achieve the SDGs, to be held at the 11th International Security Forum in Geneva in June 2016

Sustainable Development Goals

Successor to the Millennium Development Goals, the Sustainable Development Goals (SDGs) were adopted by global leaders at the UN Sustainable Development Summit in September 2015. Officially known as 'Transforming our world: the 2030 Agenda for Sustainable Development', the SDGs are an intergovernmental set of 17 Goals and 169 targets to be achieved by 2030. Particularly relevant to DCAF's work are:

- ▶ **Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels
- ▶ **Goal 5:** Achieve gender equality and empower all women and girls
- ▶ **Goal 11:** Make cities and human settlements inclusive, safe, resilient, and sustainable

The Maison de la Paix

Since January 2015, DCAF and several other organizations active in the areas of security and development are united under the roof of the Maison de la Paix – a brand new office complex located in the International Organizations quarter in Geneva, right next to the United Nations. The CHF 230 million complex with its 38,000 m² belongs to the Graduate Institute of International and Development Studies (IHEID), a Geneva-based academic institution of global standing.

Maison de la Paix community

1. Geneva Centre for the Democratic Control of Armed Forces (DCAF)
2. Geneva Centre for Security Policy (GCSP)
3. Geneva International Centre for Humanitarian Deminiang (GICHD)
4. Gender and Mine Action Programme (GMAP)
5. Graduate Institute of International and Development Studies (IHEID)
6. Interpeace
7. Right Livelihood Award Foundation
8. Small Arms Survey (SAS)
9. World Business Council for Sustainable Development (WBCSD)

The building is composed of six towers, with DCAF located on floors 5-9 in Tower 5 and floors 5-7 in Tower 6. DCAF occupies a total surface area of 3,500 m² which includes some 80 offices for 150 staff, seven private meeting rooms, a multipurpose open space, and a cafeteria. The Maison de la Paix brought about a dramatic improvement for DCAF: prior to the move, DCAF's Geneva staff was dispersed over five different office properties, but is now grouped together in a highly modern facility that offers a functional working environment as well as an impressive logistical infrastructure. At DCAF's disposal are a 600 seat auditorium, a 5,000 m² library, a cafeteria, a restaurant, a large number of meeting spaces, and a brand new conference centre that opened in Tower 5 in November 2015.

The Maison de la Paix is, however, much more than just an office complex. Not only does it create a critical mass of knowledge and expertise, it embodies a vision. This vision is to develop the Maison de la Paix as a place to meet, to think, and to act:

- ▶ **A place to meet** for the simple fact that the facility, through its very size, location, and infrastructure, provides a venue most welcome in International Geneva, offering complementarity with the Palais des Nations, the CICG and other important conference conveyors
- ▶ **A place to think** because of the unparalleled concentration of knowledge and expertise brought together under one roof
- ▶ **A place to act** because it offers unique opportunities for cooperation for DCAF and several of its new neighbours that run hundreds of practical assistance projects around the globe.

Close cooperative links are being forged between the Maison de la Paix community, the UN family in Geneva, the ICRC, the University of Geneva, and a further group of smaller partner organizations hosted by DCAF on the second floor of the WMO building, directly adjacent to the Maison de la Paix.

DCAF-hosted organizations in the adjacent WMO building

1. Arms Trade Treaty (ATT) Secretariat
2. DiploFoundation / Geneva Internet Platform (GIP)
3. Geneva International Peace Research Institute (GIPRI)
4. Geneva Water Hub
5. Global Initiative Against Transnational Organized Crime
6. Gulf Research Centre (GRC)
7. International Code of Conduct for Private Security Providers' Association (ICoCA)
8. International Institute for Humanitarian Law (IIHL)
9. Justice Rapid Response (JRR)
10. Pugwash Conferences on Science and World Affairs
11. Swiss Foundation for Mine Action (FSD)
12. Think Tank Hub Geneva
13. WaterLex

For all institutions that are part of this network, the result is highly positive. While each partner retains full independence, their physical proximity to one another naturally facilitates and encourages collaboration. Cross-organizational partnerships on topics of common interest have clearly demonstrated the value of fostering synergies and sharing expertise. Multidisciplinary working groups (also known as “platforms” or “hubs”) – uniting partners from inside and outside the Maison de la Paix in flexible and variable ways – have been created thus far in the following areas:

- ▶ Peacebuilding (Geneva Peacebuilding Platform)
- ▶ Gender equality (Gender and Diversity Hub)
- ▶ Internet governance (Geneva Internet Platform)
- ▶ Sustainable development (SDG Hub)
- ▶ Global health (Global Health Programme)

The Maison de la Paix is thus not only strengthening International Geneva, but it clearly has the potential to evolve into a one stop service provider for governments and major multilateral and regional bodies. That is also the view taken by the Swiss government, which sees the three Geneva Centres and IHEID as the main driving force behind meaningful and productive cooperation among the Maison de la Paix community, International Geneva, and beyond. Through such cooperation, the Maison de la Paix will continue to develop and fulfil its full potential.

Irregular Migration

Establishing effective policies and measures to manage migrations is an issue of common global concern. Increase in inter and intra-state wars and conflicts in recent years, particularly in the aftermath of the Arab spring, and an enduring economic crisis, have worsened conditions of human security in many parts of the world, pushing populations to flee from precarity, persecution, and devastation. At the same time, development of communication and transportation networks has greatly increased and facilitated global mobility. As a result, consequences of strife in faraway places, whether they are related to the economy, population movements, or security, propagate worldwide more swiftly than ever.

Global migration flows comprise labour migrations, irregular migrations, and the movement of individuals seeking refuge from war and persecution. Irregular migration broadly refers to the movement of individuals who enter a country or stay in a country without appropriate authorization. Debate about irregular migration must be distinguished from that on asylum – the international refugee law guarantees to those fleeing persecution the right to seek international protection even if they enter a country without authorization.

Global data on migration suggests that irregular migration has steadily grown, reaching a new peak in 2015 when large numbers of migrants from Asia and Africa sought passage through the Western Balkan route towards the countries of the European Union. There is no indication that this recent growth trend will abate, at least not until the international community finds ways to resolve situations that trigger the movement, including the war in Syria and instability in a number of fragile states.

Addressing irregular migration represents important and complex political and policy challenges, particularly for regions and countries of transit and destination. Uncontrolled flows of irregular migrants can be perceived to present various forms of social, economic, or security risks to states and to migrants themselves. On the other hand, migration has historically contributed to development and growth, for which the integration of migrants is seen as a key factor of success. Developing responses to irregular migration requires collective action by states and strengthened regional and international dialogue.

DCAF's work to support countries in making the provision, management, and oversight of security more effective and accountable – within a framework of democratic civilian control, the rule of law, and respect for human rights – is as such an indirect, but fundamental contribution to addressing the triggers of irregular migration at their origins. DCAF also directly contributes to increase the capacity of countries of transit and destination to manage irregular migration in a responsive and responsible way, supporting both state and human security as well as protection-sensitive approaches to migration management. Further, the Centre possesses clear expertise in addressing asylum and irregular migration from a security sector governance and human rights perspective in the following areas:

- ▶ Facilitating **dialogue among policy makers and security practitioners** on managing irregular migration flows. In the face of the ongoing migrant crisis, DCAF works with all countries along the Western Balkan migration route to foster dialogue about coordinating measures to deal with the crisis and contributing to regional confidence building.
- ▶ Developing **national migration management systems** and addressing specific challenges related to national and international efforts to tackle trafficking in human beings. In the framework of the Swiss-Romanian and Bulgarian-Swiss Cooperation Programmes 2011-2019, under the Swiss Thematic Fund Security, DCAF oversees projects financed by the Swiss Agency for Development and Cooperation supporting Bulgaria and Romania in addressing Schengen-related aspects, including irregular migration.
- ▶ Building capacities and facilitating **cooperation on border management** and **international police cooperation** to tackle cross-border organized crime activities in relation to migration flows.
- ▶ Advancing conceptual and **strategic thinking** on addressing migration-related challenges. DCAF participates in the European research project 'Addressing Demand in Anti-Trafficking Efforts and Policies' which seeks to gain a better understanding of efforts to reduce trafficking in human beings by addressing the demand side.

Global Health and Security

The Ebola outbreak in 2014-15 in West Africa – impacting especially Guinea, Liberia, and Sierra Leone – resulted in more than 28,000 cases and over 11,000 deaths and caused serious implications for human security and economic development in the affected countries. Delayed and disorganized initial attempts to contain the epidemic and fears that it would spread across the region, and even beyond the African continent, made it abundantly clear that more effective approaches are needed to prevent and manage such global health crises.

Security institutions played an important role in providing assistance and relief during the Ebola outbreak as military and security services were deployed from the USA in Liberia, from the UK in Sierra Leone, and from France in Guinea to assist in managing and containing the spread of the epidemic. The involvement of the security sector in health crises begs the question as to what could be the contours of an effective relationship between national and international health authorities and security institutions when confronted with a major disease outbreak. It also raises the issue of the possible risks in using security institutions in the service of global health crisis prevention and management, especially in countries where the trust in the security sector is low.

The Ebola outbreak has been a wake-up call to take global health crises more seriously and better prepare future responses by forging innovative partnerships that bring together the health, development, humanitarian, and security sectors. It is clear that an SSG/R component should be an integral part of strengthening health-system emergency preparedness. It is vital that planning and training include all security services and relevant oversight mechanisms, and that clear lines of control and responsibility, led by civilian authorities, are established. If properly mandated, trained, and integrated into a well-coordinated multi-agency response strategy, a nation's security sector can make a vital contribution to the early detection, effective response, and rapid mitigation of health crises.

DCAF's response

DCAF and its partner, the Global Health Programme (GHP) at IHEID, have been assembling experts and opinion leaders from the global health and security sector communities to examine experiences with the security sector's role in preventing and managing global health crises. The results of these discussions are being shared with those shaping opinions and policies on health-related crisis responses. In doing so, DCAF draws on its own expertise and that of its partners in the West African region and beyond to bring a distinct security sector perspective to on-going efforts at local, national, and international levels to better anticipate, assess, and respond to global health crises.

Notable expert-level and public events in 2015

- ▶ Roundtable on 'The Security Sector and Global Health Crises: Lessons from the Current Ebola Epidemic', Geneva, February 2015
- ▶ Public event on 'Ebola and the Security Sector: Opportunities and Limits of Security Sector Engagement in Global Health Crises', Geneva, February 2015
- ▶ Public event on 'The Health Sector Meets the Security Sector', Geneva, May 2015
- ▶ Roundtable on 'The Security Sector and Global Health Crises', Geneva, October 2015
- ▶ Roundtable on 'Health Security, Sustainable Development Goals and the Role of Think Tanks', Geneva, November 2015

Upcoming

- ▶ Workshop on the 'Security Sector and Global Health Crises: Lessons from the 2014 Ebola Epidemic in West Africa' (Freetown, 2016)
- ▶ NATO Seminar on 'Security Sector Engagement in Global Health Crises' (2016)
- ▶ Panel on 'Global Health Security' at the 11th International Security Forum (Geneva, June 2016)
- ▶ Policy Brief on *The Security Sector and Global Health Crises* (2016)
- ▶ Book and SSR Paper on *Ebola and the Security Sector: Opportunities and Limits of Security Sector Engagement in Global Health Crises* (2016)

Security Sector Governance and Preventing Violent Extremism

In recent history, and markedly during recent years, violent extremism has developed into a distinctly global security concern. Exclusively security-based efforts to prevent or counter violent extremism have proven largely insufficient and often counter-productive. Among the many factors that pull individuals – especially young people – into violent extremism, one stands out: most of those who embrace religiously motivated ideology to justify violent acts seem to have a strong grievance, sometimes against an individual, but more often against a community, a government, or even society as a whole. These grievances often relate to a perception of profound injustice that the individuals in question have experienced or witnessed. This sense of injustice, outrage, and alienation can drive these individuals to join extremist violent groups that often brandish a strong ‘moral message’.

States which exclude entire segments of the population from political participation, violate human rights, pervert the course of justice, tolerate corruption, or use force against ordinary citizens fuel such grievances and create an environment conducive to radicalization and violent extremism. By committing such grievances, they contribute to building up popular acceptance of violence and support for violent groups.

DCAF’s response

Effective and accountable security and justice sectors that operate within a framework of civilian control, rule of law, and respect for human rights play a key role in sustaining citizens’ trust and confidence in the state. On the contrary, if citizens suffer from abusive, discriminating, corrupt, and repressive security and justice sector institutions, they may be tempted to support those who attack the state, its institutions and, indiscriminately, other citizens. Ensuring good security sector governance therefore forms an important part of addressing the underlying causes of violent extremism.

DCAF seeks to contribute to the prevention and reduction of violent extremism on four different levels:

Lines of action		Purpose
Prevent radicalization	Support states in making their security provision and justice delivery more effective, within a framework of civilian control, rule of law, and respect for human rights	Reduction of grievances which could make vulnerable individuals and groups receptive to indoctrination and radicalization
Counter extremism	Support states in analysing the processes by which individuals and groups become radicalized and design programmes to de-radicalize extremist mind-sets before violent action occurs	More effective and coordinated measures to counter extremism and radicalization
Regulate the state's use of force	Assist states in their efforts to develop legislation, measures, and institutions which protect citizens from excessive use of force, within a framework of the rule of law and the principle of proportionality	Ensure that the state's counter-terrorism measures do not violate human or political rights, and thus create new grievances
Assist rehabilitation and re-integration	Collect, analyse, and share good practices seeking to facilitate the return, rehabilitation, and re-integration into society of individuals who have undergone radicalization	Ensuring that individuals can leave extremist groups and that criminal justice takes into account society's long-term interest by facilitating rehabilitation and re-integration

DCAF will draw on all available expertise of its member states and partners in order to develop innovative programmes to address the challenges of violent extremism, under the four lines of action described above.

Organized Crime

In recent years, organized crime has developed into a threat of strategic proportions. It poses a significant challenge to human security – both directly and indirectly through the increasing role that organized crime plays in many armed conflicts today, prolonging them, preventing countries to return to peace, leaving high rates of residual violence, hindering post-conflict reconstruction and stabilization, embezzling international aid, undermining state structures, and thus significantly increasing the risk of relapse into conflict. Moreover, the lines that once separated organized crime from terrorism are blurring. Parties in conflicts increasingly ally with criminal organizations and terrorist groups or use criminal and terrorist methods in the pursuit of their objectives.

At the same time, the ability of the state, particularly in the Global South, to fight organized crime is dangerously weakening. Globalization has created new opportunities for organized crime against which an individual state is largely powerless. The collapse of states – such as Libya, Somalia, Syria, or Iraq – creates safe havens for organized crime (and terrorist organizations) from which they can operate freely, posing a deadly risk for their neighbours, and create a severe impact on regional and even global peace and security. The increasingly porous borders between political and religious extremism, terrorism, and organized crime not only compromise the security of large parts of Africa and the Middle East, but also put into jeopardy the fruits of many years of investment and effort toward peace, stability, and economic development. Similar trends can be observed in parts of Latin America and the Caribbean, Central Asia, and the Balkans. Last but not least, organized crime is directly affecting the affluent North through the large scale smuggling of drugs and all sorts of illicit commodities, counterfeit products, money laundering, irregular migration and human trafficking, as well as the refugee flows caused by the conflicts to which it contributes.

Clearly, organized crime will be among the main obstacles to the implementation of the 17 Sustainable Development Goals which world leaders pledged to achieve by 2030. The fight against organized crime must be regarded therefore not only as a purely technical matter that should be left to police to deal with, but as an integral component of conflict prevention, conflict resolution, post-conflict reconstruction peacekeeping and peacebuilding, as well as development cooperation.

The fight against organized crime is a strategic task that needs to be mainstreamed into every aspect of international security, stabilization, and development policy. What is needed is a *Gesamtschau* – an overview of the problem, resulting in an interlocking set of concrete steps at the analytical, strategic, and operational levels. Simple recipes such as “train and equip” or efforts focusing only on one country will no longer do. The fight against organized crime is not only a question of strengthening the police, but also of reforming the political structures of a country and its ability to develop a system based on the rule of law. Similarly, national efforts need to be embedded in a broader, regional context. Progress in the fight against organized crime cannot any longer be defined in quantitative terms (e.g., tons of drugs seized), but must be understood in qualitative and political terms, i.e., in the improved ability of states to effectively combat organized crime as well as associated issues of corruption and terrorism. The fight against organized crime is, therefore, very much a question of good governance, particularly of the security and justice sector.

Through its multiple programmes aiming at good governance of the security sector in general and Police and Border Police programmes in particular, DCAF is already playing a major role in supporting international efforts to combat organized crime. DCAF is particularly well placed for these activities:

- ▶ The Centre has a long track record of combining strategic and conceptual thinking with concrete operational work on the ground. It is precisely this ability to both advance the strategic analysis and to translate it into concrete action that today is sorely needed for tackling organized crime.
- ▶ DCAF has acquired great experience in developing and assisting regional approaches in policing and border policing through its work in the Balkans, Ukraine and Moldova, Central Asia, and other parts of the world. Since 2008, DCAF has been running the Secretariat of the Police Cooperation Convention for Southeast Europe, which coordinates the efforts of 11 participating countries to fight organized crime in the region.
- ▶ Through its dedicated thematic programmes on gender and SSR, cyber security and internet governance, anti-trafficking in human beings, urban violence reduction, and integrity building and anti-corruption, DCAF has acquired important substantive knowledge on tackling organized crime. Further, its regional programmes in the Middle East and North Africa, sub-Saharan Africa, Central and Southeast Asia, as well as Latin America provide it with access to, and the trust of, the countries most affected by organized crime.

Thus, DCAF is determined to further develop its work on the issue by intensifying research and mainstreaming the fight against organized crime in all its activities. It will explore opportunities for new institutional partnerships as well as regional cooperation, particularly in North and sub-Saharan Africa. Lastly, funding will be sought to help expand the Centre's ability to advance into this strategic area of activity.

Cyber Security, Digital Policy and Internet Governance

The Internet is a unique space, offering innumerable opportunities to support and facilitate democratic, social, and economic development. Nevertheless, it also can be used as a platform for spreading violent extremism and as a vehicle for propaganda and recruitment. Composed of a diverse array of public and private actors whose roles and responsibilities are sometimes unclear and/or overlapping, and whose interests often collide, it also challenges our traditional approaches to governance. Security challenges online are becoming increasingly complex, are constantly evolving, and do not respect national borders. Further complicating this is the large amount of control that the private sector has over the physical infrastructure of the internet as well as the considerable influence it wields in its evolution.

One of the pressing preconditions for effective internet governance is the need to develop common rules of the game for taking decisions and providing oversight and accountability. Governments, the internet industry, and civil society are all facing the questions of what rules to follow and which responsibilities to assume in this context. They pose a multitude of additional questions directly related to SSG/R: How to assure political and democratic control in the cyber sphere? How to ensure a balance between national security and human security? How to reach an international consensus on matters that are marked by fundamental disputes about the right of interference and control by the state? And finally, how to ensure relevant and effective governance of a domain where attempts to impose regulation quickly become outdated due to constant technological developments?

DCAF's response

DCAF advocates a multi-stakeholder approach to the multiple challenges posed by internet governance. This pragmatic approach takes into account the different areas of influence and effective control exercised by governments, international organizations, CSOs, and the private sector, in order to craft tailored and effective governance frameworks that support the rule of law and respect for human rights. Well-designed public-private partnerships that bring

together the expertise of all interested stakeholders are essential for effective governance approaches.

DCAF's cyber security programme focuses on the following dimensions:

- ▶ Promoting an effective legal and policy framework of cyber / internet governance
- ▶ Providing institutional support to oversight and policy development initiatives for cyber, such as the Geneva Internet Platform (GIP), established in 2013 to foster cooperation among the centres of excellence on cyber security in Switzerland, the industry, and civil society as well as to serve as a basis for digital policy initiatives
- ▶ Supporting effective regulation and governance of cyber on the national and regional levels through the development and dissemination of parliamentary guidance
- ▶ Conducting research on existing and emerging national and international governance frameworks for cyber

Activities 2015

- ▶ Institutional support to the Geneva Internet Platform, including funding, provision of office space, participation in the GIP Steering Committee, and support to the Platform through a series of joint events on internet governance
- ▶ Presentations at parliamentary hearings in Serbia and Kosovo* highlighting current challenges and providing guidance for effective parliamentary governance and oversight in cyberspace / the digital domain

Upcoming

- ▶ Launch of a multi-stakeholder initiative to combat / prevent online facilitation of violent extremism (2016)
- ▶ A mapping study on emerging legal, institutional, and normative frameworks for the governance of cyber (2016)
- ▶ Development of a cyber legislative guidance tool (2016)
- ▶ Joint DCAF-UNOG seminar for the Geneva-based diplomatic community on cyber and the need for multi-stakeholder initiatives in this area (2016)

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









Annexes

DCAF Foundation Council






The Foundation Council is the supreme body of the DCAF Foundation.

In 2015, it comprised 63 member states (including the canton of Geneva) plus six permanent observers. The Council is presided over by Ambassador (Retd) Véronique Bujon-Barré (France). The Hon. Adolf Ogi, former Federal Counsellor and President of the Swiss Confederation, is Honorary President of the DCAF Foundation Council.

















The table below lists DCAF member states alphabetically. The figure in brackets indicates the year each state joined the DCAF Foundation. The list of DCAF member states' representatives is given as of 5 May 2016.









	Albania (2000)	Ambassador Ilir Gjoni (2014) Ambassador of Albania to Switzerland
	Argentina (2009)	<i>Nomination pending</i> (2013)
	Armenia (2002)	Ambassador Charles Aznavour (2011) Permanent Representative to the United Nations Office and other international organisations in Geneva
	Austria (2000)	Major-General Dr. Johann Frank (2014) Defence Policy Director, Federal Ministry of Defence
	Azerbaijan (2002)	Ambassador Araz Azimov (2002) Deputy Minister of Foreign Affairs
	Belarus (2002)	Ambassador Yury Ambrazevich (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
	Belgium (2004)	Ambassador Bertrand de Crombrugghe de Picquendaele (2012) Permanent Representative to the United Nations Office and specialized institutions in Geneva
	Bosnia and Herzegovina (2001)	Ambassador Lucija Ljubić-Lepine (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva

 Bulgaria (2000)	Ambassador Ivan Piperkov (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Burkina Faso (2009)	<i>Nomination pending</i> (2015)
 Burundi (2010)	<i>Nomination pending</i> (2016)
 Canada (2003)	Ambassador Rosemary McCarney (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Côte d'Ivoire (2001)	Ambassador Kouadio Adjoumani (2011) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Croatia (2001)	Ambassador Vesna Batistić Kos (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Cyprus (2008)	<i>Nomination pending</i> (2013)
 Czech Republic (2000)	Ambassador Jan Kara (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Denmark (2002)	<i>Nomination pending</i> (2013)
 Estonia (2000)	Ambassador Andre Pung (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Finland (2000)	Ambassador Päivi Kairamo-Hella (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
 France (2000)	Ambassador Alice Guitton (2015) Permanent Representative to the Conference on Disarmament
 Geneva (Canton) (2000)	Mr Jean Freymond (2000) President, Dialogues Geneva
 Georgia (2001)	Mr Shalva Tsiskarashvili (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Germany (2000)	Mrs Annett Günther (2015) Deputy Director-General for Humanitarian Assistance, Crisis Prevention and Peacebuilding, Federal Foreign Office
 Ghana (2011)	Brigadier General Seidu Adams (2011) Military Secretary, Ministry of Defence
 Greece (2002)	<i>Nomination pending</i> (2013)

 Hungary (2000)	Mr Péter Siklósi (2010) Deputy State Secretary for Defence Policy and Planning, Ministry of Defence
 Indonesia (2007)	Ambassador Triyono Wibowo (2013) Permanent Representative to the United Nations and other international organizations in Geneva
 Ireland (2000)	Ambassador Patricia O'Brien (2013) Permanent Representative to the United Nations and other international organizations in Geneva
 Italy (2001)	Ambassador Vinicio Mati (2013) Permanent Representative to the Conference on Disarmament
 Kyrgyzstan (2011)	<i>Nomination pending</i> (2015)
 Latvia (2000)	Mr Janis Karlsbergs (2004) Undersecretary of State for Logistics, Ministry of Defence
 Lebanon (2007)	Brigadier General Walid Salman (2008) Chief of Staff, Lebanese Armed Forces
 Liechtenstein (2006)	Ambassador Peter Matt (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Lithuania (2000)	Ambassador Rytis Paulauskas (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Luxembourg (2003)	Ambassador Jean-Marc Hoscheit (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Macedonia * (2000)	<i>Nomination pending</i> (2015)
 Madagascar (2015)	Mr. Solofo Andrianjatovo Razafitrimo (2015) Minister Counsellor, Chargé d'affaires a.i. Permanent Mission to the United Nations Office and specialized institutions in Geneva
 Mali (2011)	Inspector General of Police Yacouba Diallo (2013) Director of Shared Governance of Security and Peace Programme
 Malta (2008)	Ambassador John Paul Grech (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva

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

 Moldova (2002)	<i>Nomination pending</i> (2015)
 Mongolia (2014)	Ambassador Vaanchig Purevdorj (2014) Ambassador of Mongolia to Switzerland, Permanent Representative of to the United Nations Office and other international organizations in Geneva
 Montenegro (2006)	Ambassador Nebojša Kaluđerović (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Netherlands (2001)	Ambassador Henk Cor van der Kwast (2013) Permanent Representative to the Conference on Disarmament
 Nigeria (2000)	<i>Nomination pending</i> (2015)
 Norway (2002)	Ambassador Steffen Kongstad (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Philippines (2011)	Mr Pio Lorenzo F. Batino (2011) Undersecretary for Legal and Legislative Affairs and Strategic Concerns, Department of National Defense
 Poland (2000)	Mr Adam Bugajski (2013) Director of the Security Policy Department, Ministry of Foreign Affairs
 Portugal (2003)	<i>Nomination pending</i> (2013)
 Romania (2000)	Ambassador Adrian Cosmin Vierita (2015) Permanent Representative to the United Nations Office and international organizations in Switzerland
 Russian Federation (2000)	Ambassador Alexey Borodavkin (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Senegal (2011)	Col Wagane Faye (2013) Director for Oversight, Research and Legislation (DIRCEL), Ministry of the Armed Forces
 Serbia (2001)	Ambassador Vladislav Mladenović (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Slovakia (2000)	Ambassador Fedor Rosocha (2009) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Slovenia (2001)	Ambassador Vojislav Šuc (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
 South Africa (2001)	Lt Gen (Retd) Themba Matanzima (2015) Military Ombud







 Spain (2001)	<i>Nomination pending</i> (2012)
 Sweden (2001)	Ambassador Veronika Bard (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Switzerland (2000)	Mr Jean-François Cuénod (2015) Deputy Head of the Corporate Domain of Regional Cooperation, Swiss Agency for Development Cooperation (SDC), Federal Department of Foreign Affairs
	Ambassador Urs Schmid (2012) Permanent Representative to the Conference on Disarmament
 Tunisia (2011)	Ambassador Walid Doudech (2014) Permanent Representative to the United Nations Office at Geneva and specialized institutions in Switzerland
 Turkey (2003)	<i>Nomination pending</i>
 Ukraine (2000)	Ambassador Yurii Klymenko (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
 United Kingdom (2000)	Mr Guy Pollard (2013) Deputy Permanent Representative, UK Delegation to the Conference on Disarmament
 USA (2000)	Col. John M. Roddy (2015) Senior Defense Official and Defense Attaché, US Embassy, Bern

Permanent observers

 Cambodia (2009)	Ambassador Ney Samol (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
 Chile (2011)	<i>Nomination pending</i> (2011)
 IPU (2009)	Mr Martin Chungong (2009) Secretary General
 Kazakhstan (2012)	<i>Nomination pending</i> (2014)
 IOF (2008)	Ambassador Ridha Bouabid (2011) Permanent Observer, Permanent Delegation to the United Nations Office and other international organizations in Geneva
 Thailand (2009)	Ambassador Thani Thongphakdi (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva

DCAF Bureau

The Bureau of the DCAF Foundation Council makes policy decisions between the sessions of the Council. It is made up of the President, the Treasurer, the Secretary of the Council, and four other members elected by the Council.

	France (2015)	President	Ambassador (Retd) Véronique Bujon-Barré (2015) President of the DCAF Foundation Council
	Switzerland (2000)	Secretary	Mr Jean-François Cuénod (2015) Deputy Head of the Corporate Domain of Regional Cooperation, Swiss Agency for Development Cooperation (SDC), Federal Department of Foreign Affairs
		Treasurer	Ambassador Urs Schmid (2012) Permanent Representative to the Conference on Disarmament
	France (2013)	Member	Ambassador Alice Guitton (2015) Permanent Representative to the Conference on Disarmament
	Mali (2014)	Member	Ambassador Aya Thiam Diallo (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
	Norway (2013)	Member	Ambassador Steffen Kongstad (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
	Sweden (2001)	Member	Ambassador Veronika Bard (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva

DCAF International Advisory Board

The DCAF International Advisory Board is the Centre's primary consultative body. It is composed of eminent international experts in DCAF's fields of operation who act in their personal capacity. The list of DCAF's International Advisory Board Members is given as of 5 May 2016.

Nayef Al-Rodhan	Senior Scholar in Geostrategy, Director of the Programme on the Geopolitical Implications of Globalisation and Transnational Security, GCSP
Alexey Arbatov	Corresponding Member of the Academy of Sciences of the Russian Federation; Director of the Center for International Security at the Institute for World Economy and International Relations
Susan Atkins	Former Service Complaints Commissioner for the Armed Forces
Margareta Baddeley	Vice-rector of the Geneva University
Nicole Ball	Senior Fellow, Center for International Policy, Washington DC
Carl Bildt	Former Minister of Foreign Affairs of Sweden
Kjell Arne Bratli	Former Parliamentary Commissioner for the Norwegian Armed Forces
Philippe Burrin	Director, Graduate Institute of International and Development Studies
Marc Cadisch	Director, Spiez Laboratory, Swiss Federal Office for Civil Protection
Christian Catrina	Head of Security Policy, General Secretariat, Swiss Federal Department of Defence, Civil Protection and Sport
Jean-Jacques de Dardel	Swiss Ambassador to China
Elisabeth Decrey Warner	Executive President, Geneva Call

Christian Dussey	Director, Geneva Centre for Security Policy (GCSP)
Corina Eichenberger-Walther	Member of the National Council, Swiss Parliament
Christine Fages	Ambassador, Coordinator of the interdepartmental Ebola Task Force, French Ministry of Foreign Affairs and International Development
Cheikh Tidiane Gadio	President of the Institute for PanAfrican Strategies, Dakar; Former Foreign Minister of Senegal (2000-2009)
Nicole Gnesotto	Chair of the Board of Directors of Institut des hautes études de Défense nationale, Paris
Thomas Greminger	Ambassador, Deputy Director, Head of Regional Cooperation Department, Swiss Agency for Development and Cooperation (SDC)
István Gyarmati	President, International Centre for Democratic Transition
Miroslav Hadžić	President of the Managing Board, Belgrade Centre for Security Policy; Faculty of Political Science, University of Belgrade
François Heisbourg	Special Advisor, Foundation for Strategic Research, Paris; Chairman, Geneva Centre for Security Policy; Chairman, International Institute for Strategic Studies, London
Helga Hernes	Senior Advisor, PRIO (International Peace Research Institute Oslo)
Eboe Hutchful	Chair and Interim Executive Secretary, African Security Sector Network (ASSN), Accra
Ljubica Jelušič	Former Minister of Defence of Slovenia
Adam Kobieracki	Director of the OSCE Conflict Prevention Centre
Sonja Licht	President, Belgrade Fund for Political Excellence
Michael Matthiessen	Principal Advisor, Asia-Europe Meeting (ASEM), Alternate Senior Official (SOM) Asia and Pacific Department (MD I), European External Action Service (EEAS)
Christian Miesch	Member of the National Council, Swiss Parliament
Boubacar N'Diaye	Professor, Political Science Department, the College of Wooster
N'dioro N'diaye	President, Alliance for Migration, Leadership and Development (AMLDD), Dakar, Senegal; former Minister of Family Affairs of Senegal

François Nordmann	Former Swiss Ambassador in Guatemala (1984-1987), UK (1994-1999), France and Monaco (2004-2007)
Jürg Noth	Head of Swiss Border Guard
'Funmi Olonisakin	Director, Conflict, Security and Development Group, International Policy Institute, King's College, London
Vladimir Orlov	Founder, Special Advisor, PIR Center, Moscow
Ioan Mircea Pașcu	Vice-President of the European Parliament, former Minister of National Defence of Romania
Olivier Pecorini	Deputy Director, Head Main Division International Police Co-operation, Swiss Federal Office of Police
Hugo Sada	Special Adviser for the Dakar Forum, Compagnie Européenne d'Intelligence Stratégique, Paris
Abdulaziz Sager	Chairman, Gulf Research Center, Dubai
Wolfgang Schneiderhan	Former Chief of Defence Staff, Germany
Walter Slocombe	Partner, Caplin Drysdale, Chartered, Washington DC; former Senior Advisor and Director for Security Affairs (National Security and Defense) in the Coalition Provisional Authority for Iraq; former Under Secretary of Defense for Policy, Department of Defense
Jusuf Wanandi	Member of the Board of Directors, Senior Fellow, Centre for Strategic and International Studies (CSIS), Jakarta
Scott Weber	Director-General, Interpeace
W. Bruce Weinrod	Managing Director and General Counsel for International Technology & Trade Associates, Inc.; member of the Potomac Foundation board of directors; former Secretary of Defense Representative for Europe; former Deputy Assistant Secretary of Defense for Europe and NATO, Washington DC
Andrei Zagorski	Associate Professor, Moscow State Institute for International Relations
Thomas Zeltner	Chairperson, Advisory Board, Global Health Programme, Graduate Institute; former Director General of the Federal Office of Public Health / Secretary of Health of Switzerland









The International Security Sector Advisory Team (ISSAT)

DCAF’s International Security Sector Advisory Team (ISSAT) provides practical support to the international community in its efforts to improve security and justice, primarily in conflict-affected and fragile states. It does this by working with a group of member states and institutions to develop and promote good security and justice reform practices and principles, and by helping its members to build their capacity to support national and regional security and justice reform processes.

ISSAT’s Governing Board is composed of representatives of 14 countries and a number of multilateral and regional organizations and partners. In addition to the Governing Board members, the African Development Bank and the Inter-American Development Bank attend annual meetings of ISSAT’s Governing Board as observers.

ISSAT Governing Board Members and Observers

-  Austria
-  Belgium
-  Canada
-  Estonia
-  Finland
-  France
-  Germany
-  Ireland
-  The Netherlands
-  Norway
-  Slovakia
-  Sweden
-  Switzerland
-  The United Kingdom

-  African Union
-  African Development Bank (observer)
-  European Union
-  International Organisation of La Francophonie
-  Inter-American Development Bank (observer)
-  Organisation for Economic Co-operation and Development
-  Organization for Security and Co-operation in Europe
-  United Nations

DCAF Trust Fund for Security Sector Development Assistance in North Africa

To better respond to the demands in North Africa and to donors' expectations, the DCAF Trust Fund for Security Sector Development Assistance in North Africa was established in 2012.

The Trust Fund covers DCAF's activities in Egypt, Libya, Morocco, and Tunisia. It is designed to ensure that DCAF is able to respond rapidly and flexibly to local demand and serves as a coordination platform for donors contributing to DCAF's work on security sector reform in the region, in line with the OECD Paris Declaration on Aid Effectiveness. The Trust Fund represents both a steering instrument and a pool-funding mechanism. Through the Steering Committee, donors provide strategic guidance and oversight to DCAF's work in the region. Response from donors has been very positive: 2015 saw overall pledges and contributions rise to over 7.6 million Swiss francs, and Belgium joined the Trust Fund as a new member.

Contributing States

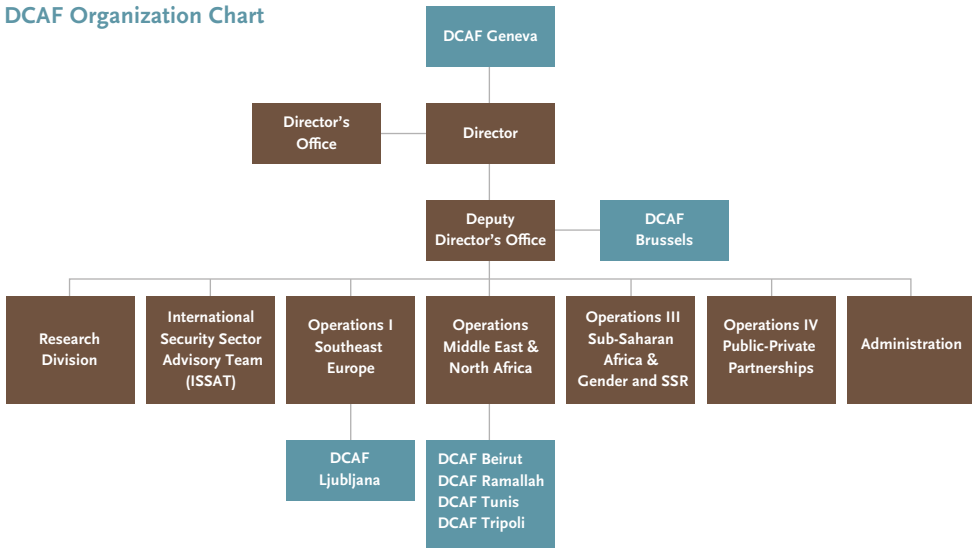
-  Belgium
-  Luxembourg
-  the Netherlands
-  Slovakia
-  Sweden
-  Switzerland

Recipient States

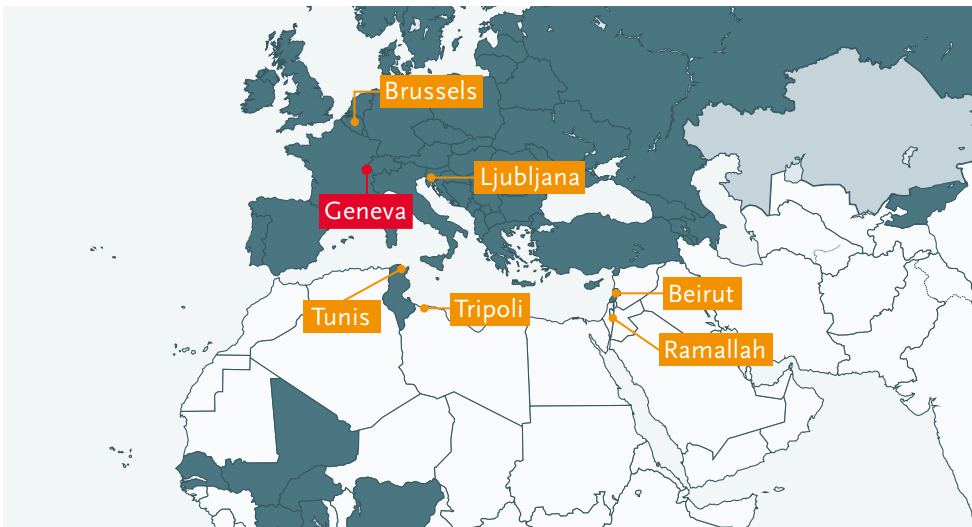
-  Egypt
-  Libya
-  Morocco
-  Tunisia

DCAF Organization Chart and Offices

DCAF Organization Chart



DCAF Offices



DCAF Staff

DCAF staff in 2015 numbered 161 employees from 38 countries, working at DCAF's Head office in Geneva as well as in the Centre's regional and country offices in Beirut, Brussels, Ljubljana, Ramallah, Tripoli, and Tunis. A list of nationalities of permanent staff as of 31 December 2015 can be found below.






Permanent Staff in 2015			
 Australia	1	 New Zealand	1
 Austria	2	 Pakistan	1
 Belgium	4	 Palestine	8
 Bosnia and Herzegovina	1	 The Philippines	1
 Brazil	1	 Poland	1
 Cameroon	1	 Portugal	3
 Canada	5	 Romania	1
 Denmark	2	 Russian Federation	2
 Estonia	2	 Slovakia	2
 Finland	2	 Slovenia	7
 France	15	 South Africa	1
 Germany	13	 Spain	4
 Greece	1	 Sri Lanka	2
 Ireland	2	 Sweden	1
 Italy	3	 Switzerland	39
 Lebanon	1	 Tunisia	8
 Libya	1	 United Kingdom	12
 Macedonia [‡]	1	 United States	6
 The Netherlands	2		

[‡] Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

DCAF Secondees

Several countries support DCAF by seconding personnel to the Centre. In 2015, **Austria** seconded a senior police officer serving as Head of the Secretariat of the Police Cooperation Convention for Southeast Europe, which DCAF Ljubljana is hosting. **Belgium** seconded a senior police officer to support the implementation of DCAF’s SSR assistance programme in Tunisia. **France** contributed two generals to DCAF, one serving as Liaison Officer to France and Senior Advisor to the DCAF Director on defence issues, the other serving as Senior Police and Gendarmerie Adviser supporting DCAF’s International Security Sector Advisory Team (ISSAT). **Germany** seconded a Liaison Officer and an SSR Officer supporting ISSAT. Finally, **Switzerland**, through the Federal Department of Foreign Affairs, seconded DCAF’s Director.

Seconded Personnel in 2015

 Austria	1
 Belgium	1
 Germany	2
 France	2
 Switzerland	1

DCAF Accounts 2015




The DCAF budget in 2015 reached 34.6 million Swiss francs, of which Switzerland financed 58 per cent and other member states and international organizations 42 per cent. Detailed information on income and expenditure items, as well as a list of DCAF's donors in 2015, can be found below.

All figures are given in Swiss francs (CHF).

I. Cash Income

2015



1. Switzerland

 FDFA - Core funding	10,961,322
 FDFA - Project funding	3,642,587
 DDPS - Project funding	763,890
Total Switzerland	15,367,799










2. Other member states and international organizations*

 Albania	10,901
 Austria	33,698
 Azerbaijan	48,668
 Bosnia and Herzegovina	22,539
 Bulgaria	7,233
 Denmark (through National Democratic Institute)	237,689
 Estonia	5,472
 Finland	30,871
 France	99,264
 Germany	41,258
 Hungary	11,011
 Ireland	158,160

* The figures below show the revenues received by DCAF from member states and international organizations. All unspent funds are recorded as deferred income, if applicable.

 Liechtenstein	46,000
 Luxembourg	324,570
 Moldova	11,011
 Montenegro	10,943
 Netherlands	915,746
 Norway	1,485,345
 Romania	32,829
 Slovakia	12,159
 Slovenia	10,337
 Sweden	1,351,457
 United Kingdom	362,825
 United States	103,977
Other member states	333,596
<hr/>	
 EU	1,189,815
 IOF	17,800
 NATO	101,695
 UN	128,970
Total Other member states and international organizations	7,145,839
– of which deferred income	5,385,030

3. Accruals

 DCAF Trust Fund for Security Sector Development Assistance in North Africa	486,606
 Denmark	160,277
 European Union	79,811
 France	121,014
 DCAF's ISSAT pool funding	713,302
 Luxembourg	144,988
 Netherlands	311,020
 Norway	318,816
 Switzerland	3,935,654
Others	312,885
Total Accruals	6,584,373

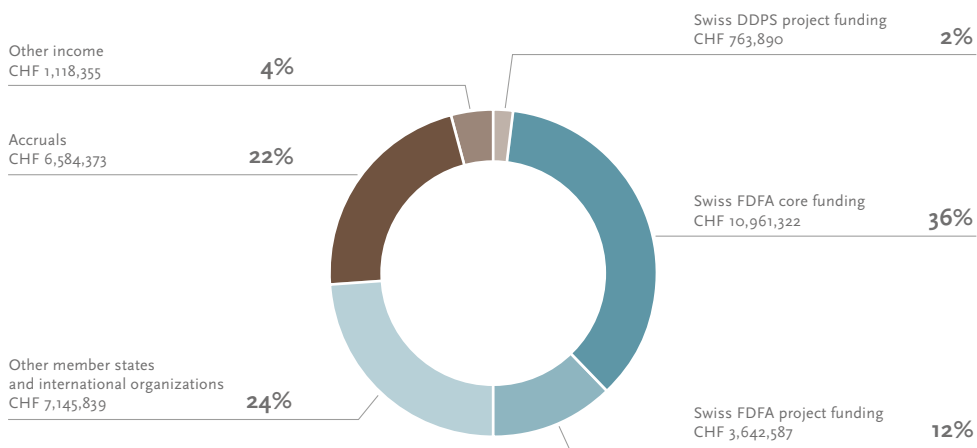
4. Other income

Interest received	302
Insurance reimbursement	23,927
Rent for offices at Avenue Blanc 49, Geneva	48,000
Rent for offices at the WMO, Geneva	682,312
Other	17,351
Overhead income	346,463
Total Other income	1,118,355

Total Cash Income	30,216,367
– of which deferred income	5,385,030

Total Operating Income	24,831,337
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Cash income 2015



II. Cash Expenditure

2015

1. Personnel

Personnel salaries, social charges, etc.	13,545,014
– of which project-related personnel expenses accounted for under "Divisions and Offices" below	5,569,101
Total Personnel	7,975,913

2. General operating costs

Facilities	2,030,556
Maintenance and acquisitions of assets	347,032
Administration	349,542
Statutory bodies	72,975
Director's Office	116,152
Total General operating costs	2,916,257

3. Divisions and Offices

Core expenses	3,157,055
Project-related expenses	10,655,924
Total Divisions and Offices	13,812,979

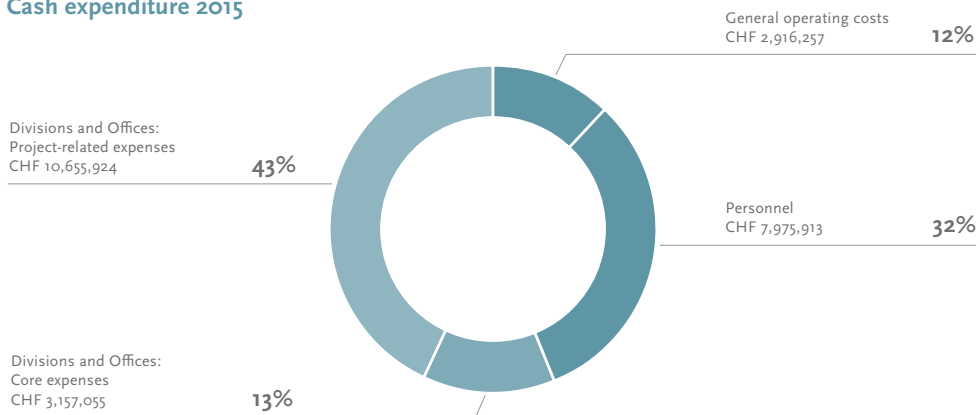
Total Operating Expenses	24,705,149
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Operating result	126,188
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Financial result	17,417
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Overall result	143,605
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Cash expenditure 2015



III. Overall Contributions to DCAF

2015

1. Switzerland

Cash contributions	15,367,799
In-kind contributions	911,607
Total Switzerland	16,279,406

2. Other member states and international organizations

Cash contributions	7,145,839
In-kind contributions	1,506,498
Total Other member states and international organisations	8,652,337

3. Accruals

Switzerland	3,935,654
Other member states	2,648,719
Total Accruals	6,584,373

4. Other income

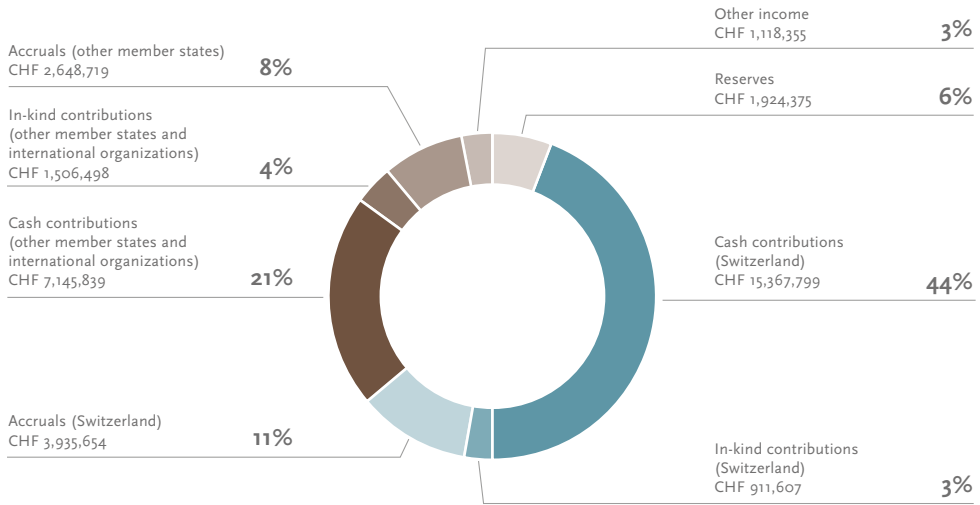
Total Other income	1,118,355
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Total Contributions to DCAF	32,634,471
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Reserves	1,924,375
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Total available means	34,558,846
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Overall contributions to DCAF



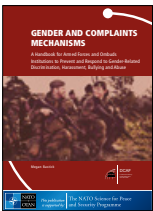
DCAF Donors

	Core funding	Project funding	Seconded personnel	In-kind contributions
 Albania	•			•
 Austria		•	•	•
 Azerbaijan		•		•
 Belgium		•	•	
 Bosnia and Herzegovina	•			•
 Bulgaria	•			•
 Denmark		•		
 Estonia	•			
 Finland		•		
 France	•	•	•	•
 Germany		•	•	
 Hungary	•			•
 Ireland		•		
 Liechtenstein	•	•		
 Luxembourg		•		
 Moldova	•			•
 Montenegro	•			•
 Netherlands		•		
 Norway		•		
 Romania	•			•
 Serbia				•
 Slovakia		•		
 Slovenia	•			•
 Sweden	•	•		
 Switzerland	•	•	•	•

	Core funding	Project funding	Seconded personnel	In-kind contributions
 United Kingdom		•		
 United States		•		
 European Union		•		
 IOF		•		
 NATO		•		
 OSCE		•		
 United Nations		•		•

New Publications

DCAF's operational activities were supported in 2015 by a number of policy relevant research projects, resulting in some 40 books, edited volumes, and research papers published throughout the year. Most DCAF publications can be downloaded free of charge as PDF files from the DCAF website www.dcaf.ch/publications. Printed and bound copies of some publications can also be obtained from the DCAF website or from the websites of commercial publishers or internet retail bookshops. The most recent titles published by DCAF are listed below.

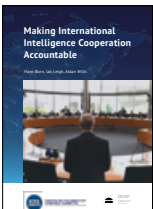


Gender and Complaints Mechanisms: A Handbook for Armed Forces and Ombuds Institution to Prevent and Respond to Gender Discrimination, Harassment, Bullying and Abuse

Megan Bastick

—
DCAF 2015

Available in English, French and Georgian



Making International Intelligence Cooperation Accountable

Hans Born, Ian Leigh and Aidan Wills

—
DCAF & Norwegian Parliamentary Oversight Committee, 2016

Available in English



Towards an International Code of Conduct for Private Security Providers: A View from Inside a Multistakeholder Process

Anne-Marie Buzatu

—
DCAF 2015

Available in English



Moldova's Security and Defence Sector Legislation

Viorel Ciboratu and Philipp Fluri (eds)

—
DCAF & NATO 2015

Available in Romanian

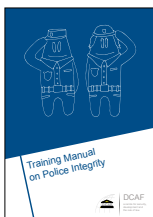


Oversight and Guidance: Parliaments and Security Sector Governance

Eden Cole, Philipp Fluri and Simon Lunn (eds)

—
DCAF 2015

Available in English



Training Manual on Police Integrity

Paulo Costa and Isaline Thorens

—
DCAF 2015

Available in Albanian, English, Macedonian, and Serbian



Collective Security Treaty Organisation – Contingency Planning after 2014

Alena F. Douhan and Andrei Rusakovich (eds)

—
DCAF 2015

Available in Russian

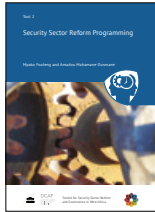


The Security Sector Legislation of Ukraine. 2012-2014 Updates

Philipp Fluri, Oleksandr Lytvinenko and Marcin Koziel

—
DCAF, NATO & Center for Army, Conversion and Disarmament Studies 2015

Available in English and Ukrainian



Security Sector Reform Programming

Mpako Foaleng and Amadou Mahamane Ousmane

—
DCAF 2015

Available in English, French and Portuguese



La Constitution tunisienne du 27 janvier 2014 et la gouvernance du secteur de la sécurité (The Tunisian Constitution of 27 January 2014 and Security Sector Governance)

Cécile Guy

—
DCAF 2015

Available in French



Survivors Speak: Reflections on Criminal Justice System Responses to Domestic Violence in Bosnia and Herzegovina

Majda Halilović

—
DCAF & Atlantic Initiative 2015

Available in Bosnian and English

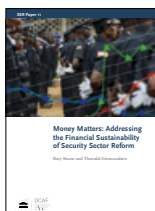


Relever les défis de la sécurité humaine dans le nord-ouest tunisien (Challenges to Human Security in the North West of Tunisia)

Nassreddine Harzallah and Nicolas Masson

—
DCAF 2015

Available in Arabic and French



Money Matters: Addressing the Financial Sustainability of Security Sector Reform

Rory Keane and Thorodd Ommundsen

—
DCAF 2015

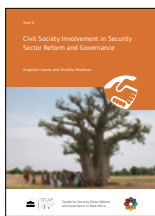
Available in English



A Force for Good? Mapping the private security landscape in Southeast Europe
Franziska Klopfer and Nelleke van Amstel (eds)

—
DCAF 2015

Available in English; individual chapters are available also in Albanian, Bulgarian, and Serbian



Civil Society Involvement in Security Sector Reform and Governance
Augustin Loada and Ornella Moderan

—
DCAF 2015

Available in English, French and Portuguese



2014 Almanac on Human Rights and the Indonesian Security Sector
Mufti Maakarim A. (ed.)

—
DCAF & IDSPS 2015

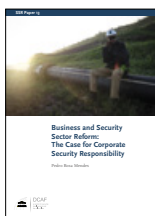
Available in Indonesian



Security Sector Engagement in Global Health Crises: A Brief for Policy-Makers
Stephen A. Matlin, Albrecht Schnabel, Ilona Kickbusch, Miriam Sangiorgio and Michaela Told

—
IHEID & DCAF 2015

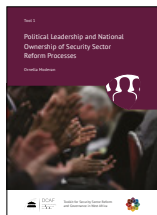
Available in English



Business and Security Sector Reform: The Case of Corporate Security Responsibility
Pedro Rosa Mendes

—
DCAF 2015

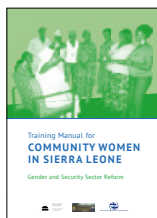
Available in English



Political Leadership and National Ownership of Security Sector Reform Processes
Ornella Moderan

—
DCAF 2015

Available in English, French and Portuguese



Gender and Security Sector Reform: Training Manual for Community Women in Sierra Leone

Nana Pratt

—
DCAF & IOM 2015

Available in English

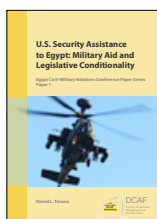


The Role of Parliaments in Advancing the Women, Peace and Security Agenda in NATO Member Countries. A Survey by the NATO Parliamentary Assembly (2015)

Audrey Reeves

—
DCAF & NATO PA 2015

Available in English and French

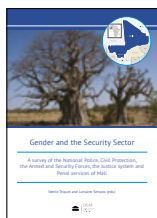


U.S. Security Assistance to Egypt: Military Aid and Legislative Conditionality

Daniel L. Tavana

—
DCAF 2015

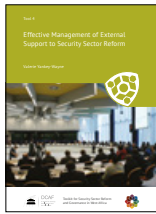
Available in Arabic and English



Gender and the Security Sector. A survey of the National Police, Civil Protection, the Armed and Security Forces, the Justice system and Penal services of Mali

Veerle Triquet and Lorraine Serrano (eds)

—
Available in English and French



Effective Management of External Support to Security Sector Reform

Valerie Yankey-Wayne

—
DCAF 2015

Available in English, French and Portuguese



Assessing Community Safety in the Governorate of Jenin

—
DCAF 2015

Available in English, French and Portuguese



DCAF Parliamentary Brief Series:

Building Integrity in Defence Available in Bosnian Croatian, English, and Serbian
Defence and Security Budget Available in Albanian Macedonian, English, and Serbian
Independent Police Complaints Bodies Available in English
Safeguards in Electronic Surveillance Available in English

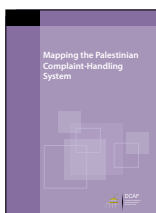
—
DCAF 2015-2016



Mapping Study: Ombuds Institutions for the Armed Forces in the OSCE Region

—
DCAF & OSCE/ODIHR 2015

Available in English



Mapping the Palestinian Complaints-Handling System

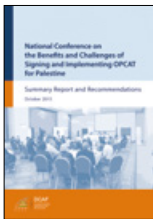
—
DCAF 2015

Available in Arabic and English



Guide pratique : Contrôler des lieux de détention en Tunisie par les organismes nationaux (Monitoring Places of Detention in Tunisia: A Practical guide)

—
DCAF 2015
Available in Arabic and French



National Conference on the Benefits and Challenges of Signing and Implementing OPCAT for Palestine

—
DCAF 2015
Available in Arabic and English



**OSCE Parliamentary Assembly Autumn Meeting
New Security Challenges: The Role of Parliaments**

—
DCAF 2015
Available in English



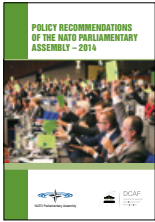
**OSCE Focus Conference 10-11 October 2014
Ukraine and European Security: Prospects for the Future**

—
DCAF 2015
Available in English



**Ombuds Institutions for the Armed Forces in Francophone Countries of
Sub-Saharan Africa**

—
DCAF & IOF 2016
Available in English and French



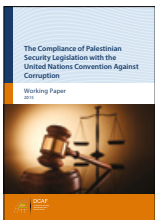
Policy Recommendations of the NATO Parliamentary Assembly – 2014

—
DCAF & NATO PA 2015
Available in English



Securing Gaza: Challenges to Reunifying the Palestinian Security and Justice Sectors

—
DCAF 2015
Available in Arabic and English



The Compliance of Palestinian Security Legislation with the United Nations Convention against Corruption

—
DCAF 2015
Available in Arabic and English

DCAF Backgrounders

In 2015, DCAF launched the SSR Backgrounders series, an accessible, concise “first stop” resource for readers to quickly acquire background knowledge on good security sector governance and reform. The SSR Backgrounders summarize current debates, explain key terms, and expose central tensions for practitioners seeking to understand – but also to critically assess – current approaches to good SSG and SSR. The series provides a foundation for more advanced reading materials, such as the SSR Papers or DCAF’s policy-focused handbooks and tools. In order to reach the broadest possible audience, the SSR Backgrounders are published in both English and French and in a variety of print and digital formats, including an interactive online website and app for mobile devices.



- ▶ Security Sector Governance
- ▶ Security Sector Reform
- ▶ The Security Sector
- ▶ The Justice Sector
- ▶ Gender Equality and Security Sector Governance
- ▶ Gender Equality and Security Sector Reform
- ▶ The Police
- ▶ The Armed Forces
- ▶ Parliaments
- ▶ National Security Policies

For more information, visit ssrbackgrounders.org

DCAF Websites

DCAF hosts and supports a number of websites that provide up-to-date information on all of DCAF's and partners' activities and facilitate online fora for the sharing of information among experts and practitioners of SSR.

- ▶ www.dcaf.ch
DCAF's main website
- ▶ issat.dcaf.ch
The website and Community of Practice of DCAF's International Security Sector Advisory Team (ISSAT)
- ▶ www.pccseesecretariat.si
The website of the Police Cooperation Convention for Southeast Europe Secretariat
- ▶ spcp2012-16.ch
The website of the Swiss Regional Police Cooperation Programme in the Western Balkans
- ▶ www.dcaf-tfna.org
The website of DCAF's Trust Fund for Security Sector Development Assistance in North Africa
- ▶ www.dcaf-tunisie.org
The website of DCAF's SSR assistance programme for Tunisia
- ▶ www.security-legislation-egypt.info
- ▶ www.security-legislation.ly
- ▶ www.legislation-securite.tn
Online databases of security sector legislation in Egypt, Libya and Tunisia.
- ▶ www.marsad.eg
- ▶ www.marsad.ly
- ▶ www.marsad.info
- ▶ www.observatoire-securite.tn
Security sector observatories for Egypt, Libya, Palestine, and Tunisia

- ▶ www.ipf-ssg-sea.net
The website of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia
- ▶ www.gsrtraining.ch
DCAF's training resources on gender and SSR
- ▶ www.icoaf.org
The website of the International Conference of Ombuds-Institutions for the Armed Forces.
- ▶ www.mdforum.ch
The website of the Montreux Document Forum
- ▶ www.securityhumanrightshub.org
The website of the DCAF-ICRC Security and Human Rights Knowledge Hub
- ▶ www.ppps.dcaf.ch
The website of DCAF's Public-Private Partnerships Hub
- ▶ ssrbackgrounders.org
The website of DCAF's 'SSR Backgrounders' publication series

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is one of the world's leading institutions in the areas of security sector reform and security sector governance. DCAF provides in-country advisory support and practical assistance programmes, develops and promotes appropriate democratic norms at the international and national levels, advocates good practices and conducts policy-related research to ensure effective democratic governance of the security sector.

www.dcaf.ch

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

DCAF Geneva

P.O. Box 1360
CH-1211 Geneva 1
Switzerland
Tel: +41 (22) 730 94 00
Fax: +41 (22) 730 94 05

DCAF Brussels

Place du Congrès 1
1000 Brussels
Belgium
Tel: +32 (2) 229 39 66
Fax: +32 (2) 229 00 35

DCAF Ljubljana

Gospodinjska ulica 8
1000 Ljubljana
Slovenia
Tel: +386 (1) 560 9 300
Fax: +386 (1) 560 9 303

DCAF Ramallah

Al-Maaref Street 34
Ramallah / Al-Bireh
West Bank, Palestine
Tel: +972 (2) 295 6297
Fax: +972 (2) 295 6295

DCAF Beirut

Gefinor Bloc C
Office 604, Ras Beirut
Lebanon
Tel: +961 (1) 738 401
Fax: +961 (1) 738 402

DCAF Tunis

Rue Ibn Zohr 14
1082 Tunis
Tunisia
Tel: +216 (71) 286 755
Fax: +216 (71) 286 865



DCAF
a centre for security
development and
the rule of law