Annual Report 2013

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

DCAF

a centre for security
development and
the rule of law

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DCAF at a Glance

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is an international foundation established in October 2000 under Swiss law and on the initiative of the Swiss government.

DCAF is one of the world's leading centres in the area of security sector governance (SSG) and security sector reform (SSR). By supporting effective, efficient security sectors that are accountable to the state and its citizens DCAF endeavours to strengthen security and justice to help prevent violent conflict, build sustainable peace, reinforce the rule of law, and establish a conducive environment for political, social, and economic development.

DCAF is firmly committed to a policy of strict neutrality, impartiality, discreetness, gender sensitivity, and local ownership.

The Centre's Foundation Council, which consists of member states, includes 61 governments, as well as four governments and two international organisations that have permanent observer status.

DCAF is based in Geneva with permanent offices in Beirut, Brussels, Ljubljana, Ramallah, Tripoli, and Tunis. The Centre 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 – ISSAT), as well as a research division. DCAF employs over 150 staff from almost 40 countries.

In 2013, DCAF's revenue reached 35 million Swiss francs – of which Switzerland financed 51.7 per cent and other member states and international organisations 48.3 per cent. All contributions to DCAF are Official Development Assistance (ODA) eligible.

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

DCAF Member States 2013

Brussels

Ljubljana

Geneva

Beirut

Tripoli

Ramallah

Tunis

- DCAF Member states
- DCAF Permanent observers
- Membership application received
- DCAF Head office
- DCAF Regional and country offices
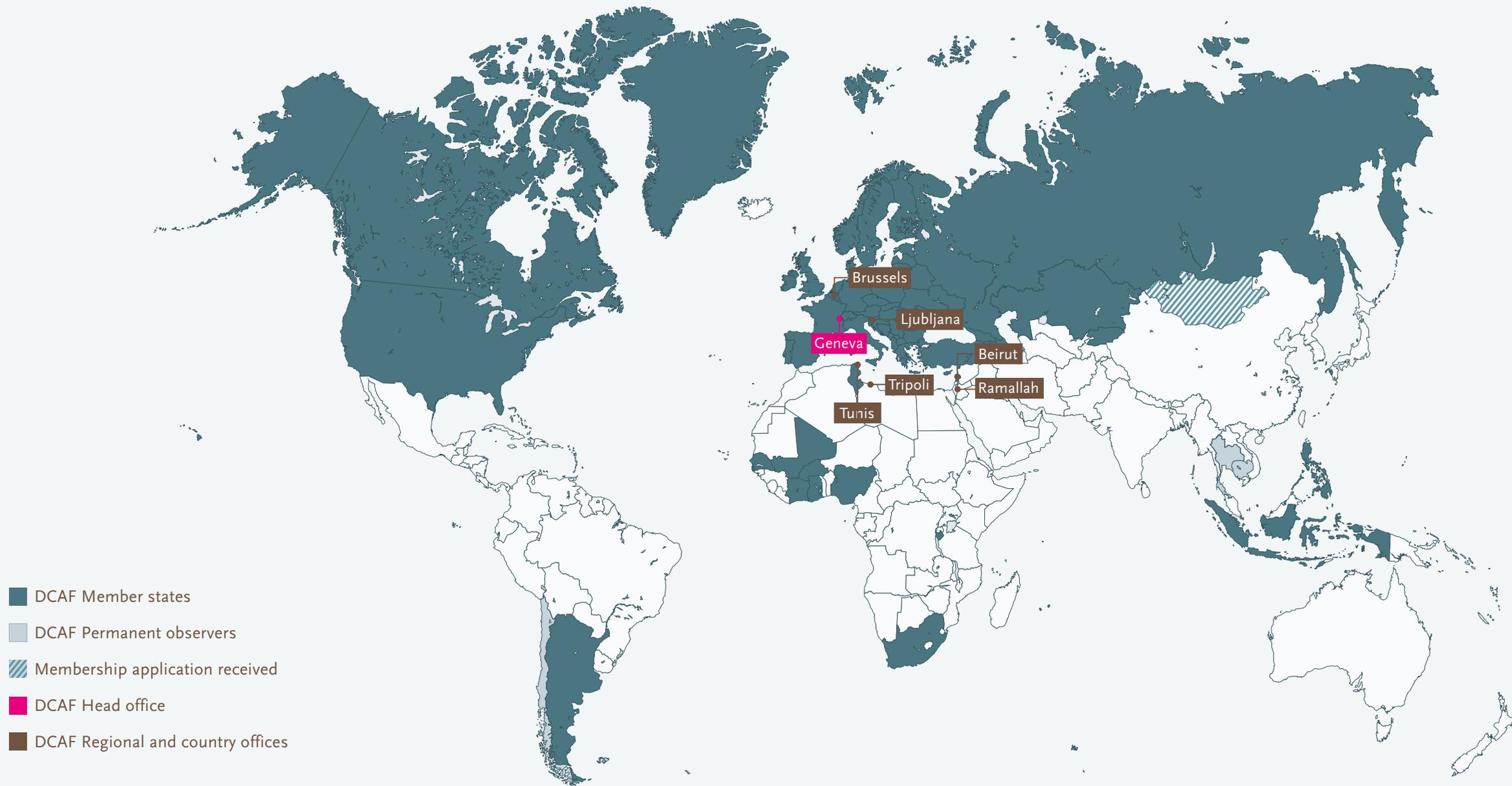
Director's Introduction: Moving Forward

View of the Maison de la Paix with Tower 5 under construction

In September 2013, the first components of the *Maison de la Paix* – the future home of DCAF – became fully operational. Step by step, this impressive 230 million Swiss francs building composed of six interconnected towers and located right in the heart of International Geneva, is taking shape. DCAF will move into its new premises in the fifth and sixth towers of the *Maison de la Paix* in January 2015. Today, Tower 5 is rising rapidly with Tower 6 soon to follow. The building site's significant forward progress echoes DCAF's own advancements in 2013, progress which is swift and clearly visible.

At the threshold of its fourteenth year of existence, DCAF can look confidently into the future. DCAF's Foundation Council comprises 61 member states and six permanent observers. In April 2014, Mongolia applied for membership in DCAF and negotiations with several more countries and multilateral organisations are under way, which should result in a further extension of DCAF's membership in the near future. The Bureau of DCAF's Foundation Council was broadened from five to seven members in 2013, with the addition of France and Norway. Significantly, Switzerland, on whose initiative DCAF was created, no longer represents a majority of members, and therefore votes, within the

Bureau. This change reflects the general trend towards the increasingly important role played by non-Swiss members of DCAF in the area of financial support as well as in shaping the Centre's substantive work.

In 2013, DCAF employed more than 150 staff from some 40 countries. Along with its headquarters Geneva, the Centre operates offices in Beirut, Brussels, Ljubljana, Ramallah, Tripoli, and Tunis. DCAF's annual revenue grew from 32.3 million Swiss francs in 2012 to 35 million in 2013 – representing an increase of 8.4 per cent. The Swiss share of DCAF's finances in 2013 amounted to 18.1 million Swiss francs or 51.7 per cent. The overall financial support to the Centre has thus doubled since 2007. There is every reason to believe that this trend will continue.

Above all, DCAF's reputation as one of the world's leading addresses in the areas of security sector governance (SSG) and security sector reform (SSR) continued to strengthen in 2013. For the fourth consecutive year DCAF featured in the *Global Go-To Think Tank Index* compiled annually by the University of Pennsylvania and based on an analysis of 6,800 think tanks from 182 countries.[1] DCAF featured at rank 17 in the category "Top Transparency and Good Governance Think Tanks" and rank 34 in the category "Top Defense and National Security Think Tanks", being among only six institutions ranked in both categories. Even more tellingly, DCAF is one of only two partner organisations highlighted in the United Nations (UN) Secretary-General's second report on SSR, released in August 2013.

The Centre's increasingly important role in SSG/SSR was clearly reflected in the growing number and complexity of mandates entrusted to it – at the strategic, analytical, and operational levels. Among the most recent examples are:

- DCAF's selection as a strategic partner of the 2014 Swiss Chairman-ship-in-Office of the OSCE.

- DCAF's involvement in furthering the Swiss Initiative on private security regulation, including both the Montreux Document and the International Code of Conduct (ICoC) for private security providers.

- DCAF's management of important segments of police assistance programmes in Southeast Europe initiated by the Swiss Agency for

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[1] http://gotothinktank.com

Development and Cooperation (SDC) as well as various mandates in the area of police reform in Southeast Asia (particularly Myanmar), Central Asia, North and Sub-Saharan Africa, and Central America.

- DCAF's support of two major reform projects in the Ministry of the Interior of Serbia under a mandate from the Swedish International Development Cooperation Agency.

- Norway's willingness to explore the option of entering into a strategic relationship with DCAF.

- DCAF's assistance to the Malian government in managing the internationally supported SSR initiatives in the country.

- DCAF's support to the emerging Geneva Internet Platform in the preparation of a high-level conference with a view to establishing a roadmap for the future of internet governance, in a mandate from the Swiss Federal Department of Foreign Affairs.

In 2013, DCAF further consolidated its role as the primary partner and facilitator in the UN's efforts to define its approaches and policies with respect to SSG/SSR. Cooperation with the European Union (EU) on operational aspects of SSG/SSR intensified; likewise, DCAF has also been a key partner in NATO's drive to mainstream gender in its organisational structure and operations. Furthermore, DCAF's 2013 mapping study on the role of the Organization for Security and Co-operation in Europe (OSCE) in SSG/SSR created after years of deadlock an opportunity for a renewed dialogue on the subject within the politico-military dimension of the OSCE. Another mapping study, commissioned in 2013 by France, is likely to serve as the basis for a new French strategy on SSG/SSR.

Parliamentary assistance, private security governance, cyber security, intelligence governance, ombuds-institutions for armed forces, mainstreaming gender in SSG/SSR, integrity building – these and many other programmes were implemented by DCAF's operational, research, and executive divisions in 2013.

Office of the Deputy Director

The Office of the Deputy Director conducts DCAF's outreach programmes in the Newly Independent States, Asia and Latin America, pursues cooperation with the Inter-Parliamentary Union, NATO and

the NATO Parliamentary Assembly, as well as the implementation of selected SDC programmes in Southeast Europe.

The year 2013 featured intensified cooperation with relevant stakeholders in Armenia, Georgia, Kyrgyzstan, and Mongolia on a range of security governance issues.

DCAF continued its substantive involvement in NATO's 'Building Integrity' and anti-corruption initiatives in the defence sphere. Having helped launch the integrity building self-assessment process in South-Eastern Europe Defence Ministerial Process (SEDM) states, DCAF implemented a NATO mandate to facilitate a two-year capacity building process via a Building Integrity Tailored Programme for South Eastern Europe. Cooperation with the NATO Parliamentary Assembly was also sustained across several activity areas.

In 2013, DCAF expanded its work against trafficking in human beings (THB), overseeing three SDC-funded projects in Romania on asylum, migration, and counter-THB and preparing for a three-year SDC-funded programme on counter-trafficking in Bulgaria.

Research Division
In 2013, the Research Division continued to pursue three of DCAF's established thematic programmes – Democratic Governance, Security Institutions, and the UN and SSR – as well as a regional programme in Southeast Asia and provided corporate services in the areas of publications and internal and external communications.

Priority tasks in 2013 included supporting the development of the UN Secretary-General's second report on SSR, finalizing the mapping study on the role of the OSCE in SSG/SSR on behalf of the Swiss OSCE Chairmanship-in-Office, and continuing its commitment to support the International Conference of Ombuds-Institutions for Armed Forces.

Its other achievements during the year included further expanding DCAF's regional and in-country activities in Southeast Asia, with an emphasis on the Philippines, Thailand, and – as a new undertaking – Myanmar, where DCAF was mandated to implement the police accountability component of a major EU support project.

Lastly, in 2013 the Research Division contributed to DCAF's Parliamentary Assistance programme through a new guide – *Parliamentary Oversight of the Security Sector* – completed upon request of the European Parliament.

International Security Sector Advisory Team

The year 2013 marked the fifth anniversary since DCAF's International Security Sector Advisory Team (ISSAT) was founded to support its members' security and justice reform programmes around the globe. In that short time, ISSAT has established itself as both a credible player and a source of quality advice and guidance on security and justice reform. Having supported almost 300 activities and mandates throughout these years, ISSAT has developed and refined its knowledge and capacity across a variety of thematic and geographical areas, processes, and contexts.

In 2013, ISSAT saw an extension of its activities to regions in which it was previously not involved, notably North Africa, to consult the UN Support Mission in Libya (UNSMIL), and in Latin America and the Caribbean, with multiple missions to support the EU, the OECD, and Switzerland. In addition to undertaking 71 activities for 16 members in 40 different countries in 2013, ISSAT also continued to build its global community of security and justice practitioners. This community now has over 1,100 members who can access a vast online repository of policy guidance documents, case studies, a new e-learning platform, and other resources.

Operational Division I: Southeast Europe

DCAF's Operational Division I focuses on the development of accountable and effective justice and security institutions in the countries of Southeast Europe and the fostering of cooperation among security governance stakeholders, in particular among police and border police services in the region. This work is closely linked with national and international efforts to curb organised crime, corruption, and illegal migration in Southeast Europe. It contributes to the region's overall stability and security with the ultimate goal of advancing the countries' progress towards European integration.

In 2013, DCAF's Operational Division I facilitated regional ministerial decision-making and consultation processes in the area of police cooperation and supported a number of joint cross-border operations in the Western Balkans. Particular attention was given also to developing

internal accountability mechanisms and external oversight as well as to improving management and integrity frameworks within power ministries and police services. Building the capacity of parliaments and civil society to oversee the security sector was another important aspect of the Division's work.

Operational Division Middle East and North Africa

DCAF's Operational Division for the Middle East and North Africa (MENA) runs DCAF's SSR direct assistance programmes in Egypt, Iraq, Libya, Morocco, the occupied Palestinian territory, Tunisia, as well as with member states of the Gulf Cooperation Council and in the wider Persian Gulf region. The Division operates from DCAF's Geneva headquarters as well as from the Centre's regional and country offices in Ramallah, Palestine; Beirut, Lebanon; Tunis, Tunisia; and Tripoli, Libya. It also operates DCAF's Trust Fund for Security Sector Development Assistance in North Africa, which plays a central role in steering and funding security sector reform programmes throughout the North African region. Over the years, DCAF's MENA Division has accumulated vast regional and country-specific expertise and has developed a relationship of trust with key government and security sector stakeholders in the region.

In 2013, DCAF's work in the Middle East and North Africa focused on supporting security sector stakeholders – governments, parliaments, judiciaries, oversight institutions, civil society organisations, and the media – in enhancing their governance and oversight capacities, with a focus on developing transparency, financial oversight, complaint handling, and generally on awareness-raising and stimulating local and regional debate on security sector governance.

Operational Division III: Sub-Saharan Africa & Gender and SSG/SSR

DCAF's Operational Division III was created in 2012 as a result of a merger between DCAF's Gender and Security Programme and its sub-Saharan Africa Programme. During 2013, the Division conducted 92 missions to 33 countries, mainly to sub-Saharan Africa and the Western Balkans. Among the highlights of the year was the beginning of a three-year project in collaboration with the Economic Community of West African States (ECOWAS) Commission to provide implementation guidance for ECOWAS's SSG/SSR policy framework.

Operational activities continued in Mali, where DCAF is providing assistance in managing the internationally supported SSR efforts.

A first-of-its kind regional workshop on gender and policing was organised in cooperation with the Sierra Leone Police, convening high-level representatives from the police services of Côte d'Ivoire, Guinea, Liberia, Senegal, and Sierra Leone. The second year of the 'Gender and Justice Reform Project' in Bosnia and Herzegovina partnered with the US Department of Justice to focus on increasing the capacity of Bosnian judges to mainstream gender in their work and supporting the Association of Women Judges.

Operational Division IV: Public Private Partnerships

DCAF Operational Division IV was created in January 2013 to consolidate and further develop the Centre's innovative work supporting public-private partnerships in the field of security governance. A major part of the Division's work focuses on regulation of the international private security industry through promoting joint approaches to regulation that link states, the industry, and civil society organisations (CSOs). In this respect, the Division plays a critical role in supporting the implementation of both the Montreux Document and the International Code of Conduct for Private Security Service Providers (ICoC).

During 2013, significant landmarks included the co-organisation by the Swiss Federal Department of Foreign Affairs, the International Committee of the Red Cross, and DCAF of the Montreux +5 Conference, which brought together supporters of the initiative to focus on key implementation issues. The year also saw the creation of a Geneva-based Association establishing the governance and oversight structure for the ICoC with DCAF serving as its interim Secretariat.

DCAF is also committed to developing and supporting other multi-stakeholder initiatives and partnerships that bring together the private sector, states, international organisations, and CSOs to promote security, development, and the protection of human rights. As Observers to the Voluntary Principles on Security and Human Rights (VPs), DCAF and the International Committee for the Red Cross have entered into a partnership to develop guidance for VPs member companies and governments working with public and private security forces in complex environments. Finally, in the field of cyber security governance, DCAF is using its expertise in bringing diverse stakeholder groups together to help advance efforts to develop effective multi-stakeholder approaches to internet governance.

Management and Administration

In the course of 2013, DCAF initiated an internal process to further integrate results-based management (RBM) across the organisation. While monitoring, measuring, and reporting of results has largely taken place at the division level to date, greater coherence across the organisation will allow DCAF to (i) harmonise its various approaches; (ii) make strategic decisions in determining which efforts to prioritise, how to deliver programmes, and how to allocate resources; and (iii) present a more comprehensive picture of results to DCAF's stakeholders.

As a part of its RBM process, DCAF will report back to the Foundation Council in late 2014 with an organisation-wide Theory of Change as well as a set of indicators against which DCAF will periodically assess its activities. This process will foster senior-level leadership on results-based management and promote a results-oriented culture throughout the organisation. It will also establish a systematic method of monitoring progress and identifying the means that will enable the organisation to grow and further develop.
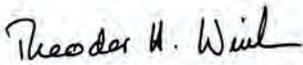
Ambassador Dr. Theodor H. Winkler
DCAF Director

Digital projection of a completed Maison de la Paix © 2013 IPAS Architectes SA, Neuchâtel

Cooperation with International Organisations

United Nations

Milestones:

2003	DCAF launches a series of annual events with the UN Office in Geneva on various aspects of security sector governance.
2005-2009	DCAF and UNDP develop three handbooks on democratic governance of the security sector: *Democratising Security in Transition States*, *Monitoring and Investigating the Security Sector*, and *Public Oversight of the Security Sector*.
2006-2007	DCAF supports the Slovak Republic's Presidency of the UN Security Council in holding the first-ever open debate on SSR in February 2007.
2006-2009	DCAF implements two joint policy-research mandates from UN DPKO and UNDP. The first study, *Security Sector Reform and UN Integrated Missions*, serves as an empirical basis for the UN Secretary-General's report on SSR released in January 2008; the second study results in a module on the DDR-SSR nexus for the UN Integrated DDR Standards.
2007-2008	DCAF conducts an internal study on human rights and SSR for the UN OHCHR.
2008-2010	DCAF and UNDP conduct a comprehensive SSR needs assessment in the Pacific region and facilitate the first regional conference on the issue.
2008-2013	ISSAT undertakes over 55 mandates for various UN agencies and programmes at headquarters and in the field, including the DPA, DPKO, PBSO, and UNDP.
2009-2010	DCAF drafts a compilation of good practices on the legal and institutional framework of intelligence oversight, mandated by the UN Rapporteur on Human Rights and Counter-terrorism, which was adopted by the UN Human Rights Council in 2010 (A/HRC/14/46).
2009-2013	DCAF supports the development and launch of the first-ever set of UN Integrated Technical Guidance Notes for the UN Inter-Agency SSR Task force.
2011-2012	DCAF supports DPKO's OROLSI in mapping impact assessment methodologies concerning the rule of law and security institutions.
2012-2013	DCAF supports a dialogue with Member States, UN bodies, and experts on the development and launch of the second UN Secretary-General's report on SSR, released in August 2013 (A/67/970–S/2013/480).

Milestones:

2013-2014	The Head of DCAF's UN and SSR Programme is deployed to UN DPKO to support the UN Inter-Agency SSR Task Force in developing guidance on monitoring and evaluating SSR support.

Throughout 2013, DCAF has been supporting Slovakia in its capacity as the co-chair of the UN Group of Friends of SSR and the UN Inter-Agency SSR Task Force (IASSRTF) in co-hosting a series of events aimed at encouraging a dialogue with UN Member States and experts on the second UN Secretary-General's report on SSR, which was officially released in August 2013[2]. DCAF provided support to the conceptualisation of these consultation meetings, the drafting of the outcome documents, and the publication of the proceedings. This included:

- A series of high-level and expert-level events hosted by the United Nations Office at Geneva (UNOG) in cooperation with Slovakia, the Department for Peacekeeping Operations (DPKO), and the United Nations Development Programme (UNDP), held in Geneva in March 2013. Entitled 'The United Nations and Security Sector Reform: The Way Forward', this series generated a number of concrete recommendations on the implementation of the UN Integrated Technical Guidance Notes on SSR (ITGNs)[3] and the development of the second Secretary-General's report on SSR. It included (i) the first European presentation of ITGNs; (ii) a high-level meeting on the UN approach to SSR, attended by Slovak State Secretary, Peter Burian, and the co-chairs of the IASSRTF: Assistant Secretary-General for the Rule of Law and Security Institutions, Dmitry Titov, and Assistant Administrator for the UNDP, Jordan Ryan; and (iii) an expert-level seminar focused on the development of the second Secretary-General's report on SSR.

- A consultation among Member States on the draft of the second Secretary-General's report on SSR, co-hosted by the co-chairs of the UN Group of Friends of SSR, Slovakia and South Africa, and held in June 2013 in New York. Based on a presentation of the

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[2] *Governance and oversight of the security sector, International coordination in SSR, National ownership and SSR, National security policies and strategies, Policy and Guidance.* Second Secretary-General's Report on SSR (A/67/970–S/2013/480)

[3] http://unssr.unlb.org/Resources/UNandSSRGuidance/PolicyandGuidance.aspx

draft report by the members of the IASSRTF, the members of the Group of Friends expressed their support to the report and provided a number of recommendations on the way forward.

- Finally, an open high-level UN Group of Friends of SSR meeting, held in November 2013 in New York to officially launch the second Secretary-General's report on SSR, examined the main messages in the report and explored the implementation of the report's key priorities. The meeting was addressed by, among others, the Deputy Secretary-General of the United Nations, Jan Eliasson, and the Deputy Prime Minister and Minister of Foreign and European Affairs of the Slovak Republic, Miroslav Lajcak.

A key priority listed in the second Secretary-General's report on SSR is the need for the UN to enhance its approaches to monitoring and evaluating SSR support. Following a formal request from Assistant Secretary-General Titov, the Swiss Federal Department of Foreign Affairs agreed to support the UN in this area by temporarily deploying the Head of DCAF's UN and SSR Programme to the DPKO. The deployment builds upon DCAF's mapping study on *Measuring the Impact of Peacekeeping Missions on Rule of Law and Security Institutions.*[4] The principal objective of the deployment is to assist the IASSRTF in developing guidance on monitoring and evaluating UN support to SSR. It is expected to result in an additional ITGN to assist UN personnel in the field and at headquarters in planning and delivering monitoring and evaluation in a coherent manner.

In 2013, DCAF also collaborated extensively with various UN agencies and departments at the operational level. The following table outlines highlights from DCAF's work with the UN in the field in 2013:

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[4] http://www.dcaf.ch/Publications/Measuring-the-Impact-of-Peacekeeping-Missions-on-Rule-of-Law-and-Security-Institutions

Requested by	Activity
UN Development Programme (UNDP)	• Supported UNDP and The South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) by providing training on internal advocacy to gender focal points at the Ministries of Defence of Bosnia and Herzegovina, Macedonia*, Montenegro, and Serbia.
	• Provided continued support to UNDP's Civilian Policing Programme in an assessment aimed at improving the delivery of police services in Somaliland with its response to gender-related issues. Assisted in the development of a gender strategy for policing and the development of the police's capacity to investigate and prosecute gender-based crimes.
	• Provided coaching, advice and training to the UNDP staff embedded within the Research Department of the Somali Observatory of Conflict and Violence Prevention. The aim of the support was to help develop security and conflict monitoring indicators, carry out effective data collection and analysis, develop an early warning system, as well as support qualitative and quantitative research.
	• Supported the UNDP Pacific Centre and the Pacific Islands Forum Secretariat by contributing to a meeting on 'Security Sector Governance in the Pacific', held in Fiji for 30 officials from Pacific Island nations, and to a needs assessment to develop overarching policies for police, customs, immigration, and defence services, along with establishing effective oversight and accountability mechanisms to ensure security institutions protect human rights, democratic processes, and the rule of law.
UN Entity for Gender Equality and the Empowerment of Women (UN Women)	• Supported UN Women's engagement in implementing its 'Women, Peace and Security' agenda in Albania through the provision of technical expert support to gender self-assessment processes in the Albanian police and armed forces. The self-assessments were conducted on the basis of DCAF's *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector*.[5]

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[5] http://www.dcaf.ch/Publications/Gender-Self-Assessment-Guide-for-the-Police-Armed-Forces-and-Justice-Sector

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

Requested by	Activity
	• Supported UN Women in Kosovo‡ by conducting a two-day capacity building workshop on gender, policing, and advocacy to civilian and sworn female staff from the Kosovo Police. The workshop was intended to further efforts towards supporting the establishment of a women's police association.
	• Supported the UN Women cross-regional project 'Women Connect Across Conflicts' by participating in the project's closing conference in Tbilisi, Georgia.
UN Inter-Agency SSR Task Force (IASSRTF)	• Supported the UN IASSRTF in facilitating a three-day 'Induction Workshop of the UN Roster of SSR Experts'. The workshop aimed to sensitise participants to the UN's approach to SSR, create a network and relationships among participants, as well as to explore their complementarity and teamwork skills.
UN Mission in Côte d'Ivoire (ONUCI)	• Supported ONUCI in a workshop on SSR for key Ivoirian actors of the defence sector, addressing collaborative leadership and security challenges in Côte d'Ivoire in order to improve cohesion among participants around the principles of a holistic and participatory SSR process.
UN Mission in Liberia (UNMIL)	• Supported UNMIL and UNDP to examine existing management and accountability mechanisms of the security and justice institutions and highlight examples of emerging practice. The review focused on (i) accountability mechanisms within the justice and security sectors, including the possibilities for public complaint mechanisms; (ii) the role and function of the relevant committees within the legislature; and (iii) the role of civil society, including grass roots organisations, and the media.
UN Standing Police Capacity (SPC)	• Conducted a training on 'Police Reform within an SSR Context' for SPC practitioners who are to be deployed to support UN field missions.

‡ The Kosovo Assembly declared the territory's independence on 17 February 2008. While 36 member states of the DCAF Foundation recognized the independence of Kosovo as of the date of publication of this report, 24 member states did not do so and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

Requested by	Activity
UN Support Mission in Libya (UNSMIL)	• Provided UNSMIL's Security Sector Advisory and Coordination Division with continued advice and experience on Defence White Paper processes so as to reinforce the UN's support of the Libyan authorities in developing and finalising the draft of their document *Towards a Defence White Paper*.
	• Supported, together with the Libyan Ministry of the Interior, the UN's facilitation of a two-day workshop on the 'Principles and Key Steps of Police Reform and Development'. The workshop focused on the general principles and standards of police reform in transitional settings and examined the case studies of police reforms from South Africa and Northern Ireland.

Key Results 2013:

- Supported the development and launch of the second UN Secretary-General's report on SSR, officially released in August 2013.

- Supported the UN in the development of guidance on monitoring and evaluating SSR activities through the deployment of the Head of DCAF's UN and SSR Programme to the DPKO.

- Undertook several advisory field support and training missions to support various UN agencies and departments, both in the field as well as at headquarters.

- Assisted UN Women as the technical counterpart in the implementation of gender and SSR projects in Albania, Georgia, and Kosovo.

For detailed information about DCAF's cooperation with the United Nations, see www.dcaf.ch/Partner/United-Nations

European Union

Milestones:

2004-2006	DCAF supports the development of an overarching policy framework for EU SSR support.
2005	DCAF opens an office in Brussels. DCAF co-authors a paper on *Promoting Security Sector Governance in the EU's Neighbourhood* for the EU Institute for Security Studies.
2007	DCAF completes a study on *Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Levels* for the European Parliament.
2008	DCAF opens an office in Ljubljana and releases a study on *The European Union and Security Sector Reform*.
2009	The EU joins ISSAT's Governing Board; ISSAT receives its first advisory field support and training mandates from the EU.
2009-2013	DCAF undertakes several mandates for various EU agencies and delegations, including the European Commission, EU Delegations in the Central African Republic, the Democratic Republic of the Congo, Guinea, and the European Security and Defence College.
2010-2011	DCAF conducts a study on *Parliamentary Oversight of Security and Intelligence Agencies in the European Union* for the European Parliament.
2011	DCAF and Frontex sign a Working Agreement on cooperation in the field of border management.
2012	DCAF receives its first mandates to support the EU Court of Auditors and a CSDP mission as well as a mandate from the European Parliament to draft a publication on parliamentary oversight of the security sector in states transitioning to democracy.
2013	DCAF implements the police accountability component of the EU project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management'.
	DCAF conducts a substantial assessment for the European Commission concerning EU support to justice and security sector reform in Latin America and the Caribbean, covering 34 countries.

In 2013, DCAF continued to foster its cooperation with the European Union (EU), as reflected in an increase in both the number as well as the scope of mandates in comparison to previous years.

Since 2013, the EU has been providing financial support for DCAF's in-country programme in the occupied Palestinian territory, focusing on the enhancement of public oversight in the security sector, as well as for selected projects in the area of police education and training in Southeast Europe. Starting from 2014, the EU will also finance selected DCAF Ljubljana activities related to the implementation of the Police Cooperation Convention for Southeast Europe.[6]

At the operational level in 2013, DCAF fostered cooperation with the EU in the areas of migration and trafficking in human beings (THB), border security, and police reform.

Migration and prevention of trafficking in human beings

- In 2013, DCAF co-hosted with the Special Service for National Security of Hungary a regional conference on 'European Internal Security and Migration Dynamics: Forced and Irregular Migration in Schengen and the European Neighbourhood'. The conference engaged 40 government representatives from Algeria, Austria, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Greece, Italy, Moldova, Morocco, Norway, Romania, Russia, Slovenia, Sweden, Switzerland, Tunisia, Turkey, and Ukraine.

- In 2014, DCAF commenced a three-year project funded by the European Union on 'Addressing Demand in Anti-Trafficking Efforts and Policies' (DemandAT) with an interdisciplinary consortium of partners from the European University Institute, the International Centre for Migration Policy Development, the International La Strada Association as well as La Strada Czech Republic, the University of Bremen, the University of Durham, the University of Edinburgh, and the University of Lund. DCAF is leading a case study on law enforcement, focusing on public authorities enforcing criminal and relevant public law (such as counter-trafficking and labour codes), to develop a better understanding of the role and limitations of law enforcement

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[6] http://www.pccseesecretariat.si/ For detailed information about the PCC see Section II *Regional Cooperation / Southeast Europe.*

actors and law enforcement in general in addressing demand for THB.

Border security

- Together with the EU Border Assistance Mission to Moldova and Ukraine (EUBAM), DCAF continued to work on the implementation of a comprehensive advanced distance learning course on 'Modern Border Control Practices and Related EU Standards' for border police station commanders and mid-level border security managers. Between September 2011 and April 2013, 30 participants from border police stations and border security academies in Khmelnytskyi, Ukraine and Chisinau, Moldova attended this course – fifteen from each country, respectively. EUBAM, Moldova, and Ukraine have expressed interest in organising a second course of this type as well as developing, with the assistance of DCAF, a similar course for regional commanders and senior border security managers.

- During 2013, DCAF continued cooperation with the EU–United Nations Development Programe (UNDP) Border Management Programme in Central Asia (BOMCA 8), which assists the five Central Asian states in creating modern and efficient border security systems. Negotiations with BOMCA 8 resulted in an initial outline of a DCAF assistance package in border security activities, ranging from national capacity building to the development of regional cooperation mechanisms in the areas of education and training, risk analysis, and criminal intelligence and investigation. Detailed negotiations on the transformation of the agreed-upon project outline into a full-fledged multi-year programme are under way.

- DCAF also supported a study on *Border Security without Anti-Personnel Mines*, conducted by the Implementation Support Unit of the Anti-Personnel Mine Ban Convention, which is hosted by the Geneva International Centre for Humanitarian Demining. The study was commissioned by the EU following the EU Council's decision to support the Cartagena Action Plan, which commits States Parties to undertake a range of specific actions during 2010-2014 to promote the implementation of and universal adherence to the Mine Ban Convention. The study was published before the 13th meeting of States Parties to the Convention in December 2013.

Police reform

- In 2013, DCAF began implementing the police accountability component of the EU Instrument for Stability project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management', which is part of an EU mandate through the International Management Group. DCAF is working with local stakeholders in Myanmar in the following three areas: formulating a new police vision; updating the legal framework, doctrines, and manuals of the police; and developing methods to render the police more accountable to the Parliament.

In addition to the extensive cooperation in the field, DCAF's work with the EU institutions intensified also in the area of policy development and advisory support. In 2013, DCAF completed *Parliamentary Oversight of the Security Sector*, developed in a mandate by the European Parliament Office for the Promotion of Parliamentary Democracy.[7] The publication addresses the role of parliaments in security sector governance and provides an overview of the main issues affecting parliamentary oversight and, more generally, the democratic governance of the security sector in new and emerging democracies.

In 2013, DCAF's International Security Sector Advisory Team (ISSAT) completed another important study for the European Commission entitled *EU Support to Justice and Security Sector Reform in Latin America and the Caribbean*. The study comprises an analysis of security sector governance in 34 Latin American and Caribbean (LAC) countries covered by EU assistance, and it provides recommendations to the European Commission for the EU's engagement in the areas of SSG/SSR in the LAC region under the next financial framework (2014-2020).

In addition, DCAF's ISSAT conducted one advisory field support mission and two advocacy and outreach missions for the EU in 2013. Notably, ISSAT:

- Supported the European Commission Service for Foreign Policy Instruments through a seminar on 'The Use of Theories of Change in Conflict Prevention, Crisis Response and Peacebuilding

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[7] http://www.europarl.europa.eu/pdf/oppd/Page_1/Oversight-web.pdf

Projects' for EU staff working in delegations and headquarters on projects financed by the Instrument for Stability.

- Provided facilitation and training support to a conference on 'Crisis, Security and Justice in Central and West Africa'. One of the key objectives was to inform EU Delegation programme managers, political officers, and Heads of Delegation about the fundamental principles of SSR to ensure that they are taken into account during the formulation of the next programming country and regional strategy papers for the 11th European Development Fund (2014-2020).

Key Results 2013:

- Intensified cooperation with the EU at the operational level in the areas of migration and trafficking in human beings, border security (in Southeast Europe and Central Asia), and police reform (in Myanmar).

- Secured EU funding of DCAF's programmes in the occupied Palestinian territory, selected projects on police education and training in Southeast Europe, and DCAF Ljubljana's activities related to the implementation of the Police Cooperation Convention for Southeast Europe.

- Contributed to the European Commission's process to develop its next programming support in Latin America and the Caribbean (for 2014 – 2020) by providing a study on *EU Support to Justice and Security Sector Reform in Latin America and the Caribbean*.

- Supported the Office for the Promotion of Parliamentary Democracy of the European Parliament in the publication of *Parliamentary Oversight of the Security Sector*.

For detailed information about DCAF's cooperation with the European Union, see www.dcaf.ch/Partner/European-Union

Organization for Security and Co-operation in Europe

1994	OSCE member states adopt the OSCE Code of Conduct on Politico-Military Aspects of Security.
2004	DCAF and OSCE sign a Memorandum of Understanding establishing a strategic partnership.
	OSCE participates as a sponsor and implementing partner in DCAF's Parliamentary Staff Advisers Programme and Border Security Programme in the Western Balkans.
2008	DCAF and OSCE ODIHR publish the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel.*
	DCAF, OSCE ODIHR and UN INSTRAW publish *Gender and Security Sector Reform Toolkit.*
2012	DCAF enters into a strategic partnership with Switzerland to prepare the Swiss Chairmanship-in-Office of the OSCE in 2014.
	DCAF, the OSCE Secretariat's Transnational Threats Department, and the OSCE Border Management Staff College sign a cooperation agreement to develop a training course on 'Border Security and Management'.
2013	OSCE joins DCAF ISSAT's Governing Board.
	DCAF completes the mapping study on *The Role of the OSCE in Security Sector Governance and Reform.*

In 2013, DCAF fostered a strategic partnership with the Swiss government in advance of its Chairmanship-in-Office of the Organization for Security and Co-operation in Europe (OSCE) in 2014. For this purpose DCAF established a dedicated task force to assist with Switzerland's programming and content needs in this capacity.

DCAF's support comprises a range of contributions, including: a mapping study on *The Role of the OSCE in Security Sector Governance and Reform*, high-level 'OSCE Focus' meetings, supporting a regular session of the OSCE Parliamentary Assembly in Geneva in October 2014, and a selection of security governance capacity building projects in the Western Balkans, the Caucasus, and Central Asia rolled out from January 2013. Between 2013 and 2015, the Swiss Agency for Development and Cooperation (SDC) has allocated 0.5 million Swiss francs annually to support DCAF's work for Switzerland's Chairman-ship-in-Office of the OSCE. Significantly, in 2013, the OSCE joined the Governing Board of DCAF's International Security Sector Advisory Team (ISSAT).

During the year, one of DCAF's key contributions to the OSCE in the framework of the strategic partnership with the Swiss government was the completion of the mapping study on *The Role of the OSCE in Security Sector Governance and Reform*. The study was mandated by the Swiss Federal Department of Foreign Affairs with the support of the OSCE Secretary General. It was based on extensive desk research as well as field missions to Bosnia and Herzegovina, Kyrgyzstan, Serbia, and Tajikistan, drawing on interviews with over 170 interlocutors both at the headquarters level and in the field. The study contains a mapping of the normative framework and operational roles of the OSCE as well as a comprehensive review of the organisation's *de facto* approach to SSG/SSR at the strategic, thematic, and programmatic levels. The study identifies ten key lessons from OSCE experience in SSG/SSR support and concludes by producing a set of general and specific recommendations. Drafts of the study were reviewed by OSCE officials, representatives of participating States, and external experts, with the final study being disseminated to the OSCE bodies and participating States, and presented by DCAF at the OSCE Security Committee meeting in early 2014. Several recommendations put forward in the study are being pursued by stakeholders, including the creation of a Group of Friends of SSG/SSR, the organisation of an awareness-raising conference jointly with the UN, and the development of guidance on SSG/SSR.

In 2013, DCAF continued to pursue its long-standing partnership with the OSCE Office for Democratic Institutions and Human Rights (ODIHR) through the agreement to conduct a joint scoping study on the role of ombuds-institutions in dealing with complaints about the armed forces in OSCE participating States. The scoping study will fill

the gap in the current knowledge about the effectiveness, efficiency, and fairness of ombuds-institutions in addressing complaints about potential human rights violations and mismanagement by and within armed forces. It will result in a set of recommendations about strengthening the functioning of ombuds-institutions with jurisdiction over armed forces. The results will also be used as input for future capacity building events.

DCAF also sustained cooperation with the OSCE Office of the Gender Advisor and ODIHR through the development of three guidance notes on integrating gender in oversight of the security sector. These guidance notes – aimed respectively at police, armed forces, and ombuds- and national human rights institutions – support successful gender mainstreaming both in how security sector institutions manage their own planning and personnel and how they deliver services and conduct operations.

In the framework of DCAF's strategic partnership with the Swiss government in advance of the Swiss Chairmanship-in-Office of the OSCE, the Centre co-hosted the annual high-level 'OSCE Focus' meeting for the third time in 2013. Themed 'Creating a Security Community for the Benefit of Everyone', the seminar provided practical advice on Switzerland's priorities for the Chairman-ship-in-Office and related programming options. Sessions were dedicated to 'Helsinki +40 – What to achieve by 2015?', 'Security Sector Reform in the OSCE Region', 'Responding to Environmental Challenges', 'Comparing Human Rights Monitoring Instruments of the OSCE, UN and Co', 'Advancing Arms Controls', and 'Transnational Threats: Counterterrorism in the OSCE Region'. Participants included the Secretary General of the OSCE, Lamberto Zannier; the Director of the OSCE ODIHR; the Director of the OSCE Conflict Prevention Centre; and representatives from the Chairmanships of Ireland, Serbia, Switzerland, and Ukraine.

DCAF's work with the OSCE also focused on strengthening cooperation in regional border security, leading in January 2013 to the signing of cooperation agreements with the OSCE's Borders Team and the Border Management Staff College in Dushanbe (BMSC). These agreements provide for the development a 12-month advanced distance learning (ADL) course on 'Border Security and Management for Senior Leadership', which will be made available from June 2014, on a yearly basis, for mid- and senior-level border

security professionals, both in field and management positions throughout the entire OSCE region. It draws on training materials developed by DCAF's Border Security Programme in the Western Balkans and combines ADL, tabletop exercises, and hands-on field training at the BMSC in Dushanbe. Border security academies in the five Central Asian states have expressed interest in developing, together with DCAF, a similar training course focusing specifically on Central Asia.

During 2013, DCAF continued to build at the field level a wider partnership with the OSCE Office in Yerevan, Armenia and OSCE Centre in Bishkek, Kyrgyzstan; cooperated with ODIHR on a number of projects in Georgia; and participated in a regional conference on 'The Eurasian Security Community and the Role of the OSCE', organised by the OSCE Centre in Astana, Kazakhstan.

Key Results 2013:

- Formally entered into a strategic partnership with the Swiss government from 2013 to 2015 to support the preparations for the Swiss Chairmanship-in-Office of the OSCE.

- Completed the mapping study on *The Role of the OSCE in Security Sector Governance and Reform.*

- Undertook a joint scoping study with OSCE ODIHR on the role of ombuds-institutions for armed forces in OSCE participating States.

- Began the development of guidance notes for the OSCE on integrating gender in oversight of the security sector.

- Hosted a high-level 'OSCE Focus' meeting for the third time.

- Signed cooperation agreements with the OSCE's Borders Team and the Border Management Staff College in Dushanbe to develop an ADL training course on border security and management.

- Sustained and diversified cooperation with OSCE ODIHR and OSCE field offices in Armenia, Kazakhstan, and Kyrgyzstan.

For detailed information about DCAF's cooperation with the OSCE, see www.dcaf.ch/Partner/The-OSCE

NATO and NATO Parliamentary Assembly

In 2013, DCAF's cooperation with the North Atlantic Treaty Organization (NATO) focused on the areas of parliamentary oversight of the security sector, gender mainstreaming in security sector reform (SSR), and integrity building. DCAF continued to cooperate with the NATO Parliamentary Assembly (NATO PA), the NATO Liaison Office in Ukraine (NLO), and the NATO Partnership for Peace (PfP) Team on Integrity Building Issues.

Cooperation with the NATO PA was sustained throughout 2013 across several activity areas:

- DCAF continued to support the 'Orientation Programme' for newly elected members of parliament, a long-term cooperation platform with NATO PA, which was formerly known as the 'New Parliamentarians Programme'. DCAF also contributed to two capacity building seminars for parliamentarians from Armenia and Georgia.

- DCAF participated in the 83rd and 84th NATO PA Rose-Roth Seminars in Georgia and Kyrgyzstan as well as the joint Rose-Roth / Mediterranean and Middle East Special Group (GSM) and Sub-Committee on East-West Economic Co-operation and Convergence (ESCEW) seminar on 'Political Changes In North Africa'.

- DCAF also participated in the NATO PA Annual Session in Dubrovnik, Croatia where it presented a paper on the *Involvement of Parliaments in Advancing the 'Women, Peace and Security' Agenda in NATO Member Countries*.[8] Commissioned by the NATO PA Committee on the Civil Dimension of Security, the paper offers an analytical synthesis of the results of a survey on the national implementation of UN Security Council Resolution 1325 on Women, Peace and Security in NATO member countries.

- The updated edition of the NATO PA–DCAF Handbook on *Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector* was published in Arabic and French.[9]

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[8] http://www.dcaf.ch/Publications/Involvement-of-Parliaments-in-Advancing-the-Women-Peace-and-Security-Agenda-in-NATO-Member-Countries

[9] http://www.dcaf.ch/Publications/Oversight-and-Guidance-The-Relevance-of-Parliamentary-Oversight-for-the-Security-Sector

In 2013, DCAF continued its involvement in NATO's Integrity Building and Anti-Corruption initiatives in the defence sphere, notably by supporting integrity building self-assessments in South-Eastern Europe Defence Ministerial Process (SEDM) states, which consisted of a series of capacity building activities for the national teams entrusted with the self-assessment process.[10]

The integration of a gender perspective into NATO's structure and operations was another important area of DCAF's work with the organisation in 2013. DCAF contributed to three NATO conferences on the topic as well as to an expert group convened by NATO Allied Command Transformation to develop an introductory advanced distributed learning course on gender awareness for NATO and partner countries.

As chair of the SSR Working Group of the Partnership for Peace Consortium of Defence Academies and Security Studies Institutes (PfPC), DCAF convened a workshop on 'Integrating Gender into Military Curricula' which addressed the important issue of gender in military education and training within the framework of the PfPC. DCAF also provided expertise on gender, diversity, and human rights to NATO and the PfPC in developing a NATO manual for the professional military education of non-commissioned officers.

The implementation of the UN Security Council Resolutions on Women, Peace and Security in the context of NATO operations was among the issues discussed during the high-level visit to DCAF of a NATO delegation headed by Deputy Supreme Allied Commander Europe in September 2013. The visit was framed as an opportunity to exchange views for mutual benefit and to strengthen the collaboration between NATO and DCAF on a range of security governance issues.

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[10] For more information regarding Integrity Building and Anti-Corruption initiatives, see Section III Global Issues in 2013 / *Integrity Building.*

Key Results 2013:

- Sustained cooperation with the NATO Parliamentary Assembly on parliamentary capacity building.

- Under a NATO mandate, supported integrity building self-assessments in South-Eastern Europe Defence Ministerial Process (SEDM) states.

- Continued to provide capacity building activities and contribute to producing resources for professional military training and education on gender for NATO member and partner countries.

For detailed information about DCAF's cooperation with NATO and NATO Parliamentary Assembly, see www.dcaf.ch/Partner/NATO-and-NATO-Parliamentary-Assembly

Economic Community of West African States

In 2013, DCAF continued to further develop the strategic cooperation established with the Economic Community of West African States (ECOWAS) on democratic security sector governance in West Africa.

Throughout the year, DCAF provided advisory support to ECOWAS on the development of the ECOWAS regional Policy on Security Sector Reform and Governance. In 2013, the draft policy was reviewed in line with the African Union's policy framework for security sector reform and then validated by the ECOWAS Peace and Security Commission.

During the year, DCAF continued the development of a DCAF–ECOWAS *Toolkit for Security Sector Reform and Governance in West Africa.* The Toolkit will provide region-specific guidance and practical recommendations to the ECOWAS Commission, national authorities, civil society organisations, and the international community on how to design, implement, monitor, support, and maintain ownership over SSR programmes and activities. It will be published in 2014.

Key Results 2013:

- Supported the review of the ECOWAS draft regional Policy on Security Sector Reform and Governance.

- Continued work on the development of a *Toolkit for Security Sector Reform and Governance in West Africa.*

For detailed information about DCAF's cooperation with ECOWAS, see www.dcaf.ch/Partner/ECOWAS

International Organisation of La Francophonie

Milestones:	
2006	IOF Members adopt the Saint Boniface Declaration, which amplifies the political dimension of the IOF and aims for conflict prevention and human security.
2008	IOF gains permanent observer status on the DCAF Foundation Council.
2010	IOF and the French government co-host the launch of the French edition of DCAF's *Gender and Security Sector Reform Toolkit*.
2011	IOF joins ISSAT's Governing Board.
2011-2013	IOF supports DCAF's research project on ombuds-institutions for the armed forces in francophone Africa (Burkina Faso, Burundi and Senegal).

In October 2013, DCAF and the International Organisation of La Francophonie (IOF) organised a launch event for *Ombuds Institutions for the Armed Forces in Francophone Africa: Burkina Faso, Burundi and Senegal*.[11] This publication is a result of a research project conducted by DCAF in 2011–2012 with a mandate by the OIF. The objective of the project was to explore the functioning of ombuds-institutions for the armed forces in selected francophone African states and to engage these institutions in the ongoing exchange of best practices and experiences within the framework of the International Conference of Ombuds-Institutions for Armed Forces (ICOAF).[12] The project draws on the work of local experts to examine the national ombuds-institutions, their legal status, mandate, strengths and weaknesses, and to assess their capacity building needs. The

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[11] www.dcaf.ch/Publications/Ombuds-Institutions-for-the-Armed-Forces-in-Francophone-Africa-Burkina-Faso-Burundi-and-Senegal

[12] www.icoaf.org

country studies include details of complaint handling procedures and provide a snapshot of the status of security sector governance as well as the progress of ongoing reforms in Burkina Faso, Burundi and Senegal.

As a follow-up to this project, the IOF mandated DCAF to conduct a mapping study of ombuds-institutions for the armed forces in all francophone states in sub-Saharan Africa, to be completed in 2014.

Key Results 2013:

- Launched *Ombuds Institutions for the Armed Forces in Francophone Africa*: *Burkina Faso, Burundi and Senegal* – the resulting publication from the IOF–DCAF research project into the functioning of ombuds-institutions for the armed forces in selected francophone African states.

- Received a mandate from the IOF to conduct a mapping study of ombuds-institutions for the armed forces in all francophone states in sub-Saharan Africa, to be completed in 2014.

For detailed information about DCAF's cooperation with the IOF, see
www.dcaf.ch/Partner/Organisation-Internationale-de-la-Francophonie

Inter-Parliamentary Union

2001	DCAF and IPU start cooperation on parliamentary oversight of the security sector.
2003	DCAF and IPU produce *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians* – 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.
2005	DCAF and IPU start a joint regional capacity building seminar series.
2009	IPU is granted observer status in the DCAF Foundation Council. DCAF likewise gains observer status with the IPU.

The Inter-Parliamentary Union (IPU) has held permanent observer status in the DCAF Foundation Council since 2009. As in previous years, in 2013 DCAF continued its long-established cooperation with the IPU.

DCAF participated in the 128th General Assembly of the IPU held in Quito, Ecuador in March 2013. DCAF publications (especially those in Spanish and Portuguese) were made widely available during the General Assembly and individual parliamentary delegations were briefed on DCAF activities.

Additionally, in 2013 the Thai language version of the IPU–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* was published and the Tajik language version was re-printed.[13]

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[13] http://www.dcaf.ch/Publications/Parliamentary-Oversight-of-the-Security-Sector

Key Results 2013:

- Sustained cooperation with the IPU on security sector oversight issues.

- Published the Thai language version of the IPU–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* and re-printed the Tajik language version.

For detailed information about DCAF's cooperation with the IPU, see www.dcaf.ch/Partner/Interparliamentary-Union

Regional Cooperation

Southeast Europe

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.
2007	DCAF becomes an implementation partner for the Police Cooperation Convention for Southeast Europe (PCC).
2008	DCAF opens an office in Ljubljana to host the PCC Secretariat.
2011	DCAF and Frontex sign a Working Agreement on cooperation in the field of border management.
	DCAF receives a shared mandate from the Swiss Agency for Development and Cooperation (SDC) for programmes in Bulgaria and Romania on asylum, migration, and human trafficking.
2012	DCAF launches the Police Integrity Building Programme.
	DCAF launches the multi-year regional Framework Project on 'Fostering Parliamentary Oversight of the Security Sector in the Western Balkans (2012-2015)'.
	DCAF receives a mandate from the SDC to facilitate the implementation of the multi-year Swiss Regional Police Cooperation Programme in the Western Balkans (SPCP 2012–2016).
2013	DCAF launches bilateral assistance programs under the auspices of the Swiss OSCE Chairmanship-in-Office aimed at building the capacity of parliamentary security oversight committees and supporting the development of integrity mechanisms within police services in the Western Balkans.

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

In Southeast Europe, DCAF is committed to supporting the democratic transition by assisting the development of local institutional capacities and the enhancement of regional cooperation in the areas of security sector governance (SSG) and security sector reform (SSR). DCAF's work aims to underpin the region's efforts towards adopting European SSG standards and good practice.

During 2013, DCAF's work in Southeast Europe was mainly focused on the following areas:

- Assisting the reform of ministries of the Interior and police services;
- Enhancing regional police and border police cooperation;
- Supporting parliaments in their efforts to establish effective security sector oversight;
- Enhancing regional parliamentary cooperation in the area of SSG;
- Gender mainstreaming in SSG; and
- Empowering civil society.

Police Programme for Southeast Europe
DCAF's Police Programme for Southeast Europe focuses on the following three areas: fostering regional police and border police cooperation, building police integrity, and improving management capacities in public administration.

Support for the implementation of the Police Cooperation Convention for Southeast Europe
During 2013, DCAF continued to support the implementation of the Police Cooperation Convention for Southeast Europe (PCC) by hosting the PCC Secretariat[14] at DCAF's regional office in Ljubljana, Slovenia. Contracting Parties to the PCC are: Albania, Austria, Bosnia and Herzegovina, Bulgaria, Hungary, Macedonia*, Moldova, Montenegro, Romania, Serbia, and Slovenia. The Committee of Ministers and the Expert Working Group – the principal policy-setting and decision-making bodies of the PCC – were convened in two meetings in 2013 to monitor progress in the PCC implementa-tion process, adopt relevant decisions for enhancing cooperation, and provide strategic guidance towards a fully implemented

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[14] http://www.pccseesecretariat.si/

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

Convention. One of the most important decisions of 2013 was to approve the exchange of information containing personal data between Serbia and other Contracting Parties of the PCC having already successfully completed a data protection evaluation.

In 2013, the PCC Secretariat organised a meeting of the national police directors-general, and it continued to support the work of thematic and ad hoc working groups and networks, comprised of national experts from the Contracting Parties, who meet to define concrete normative and administrative measures for police cooperation in a particular area (i.e., data protection, cross-border surveillance, joint investigation teams, education and training, telecommunications, and falsified travel documents). In 2013, they defined a framework for exchanging alerts concerning fake and forged travel documents, and more than 140 alerts have already been exchanged. They also prepared syllabi for police education and training institutions covering 15 police cooperation themes, progressively met the data protection standards for cross-border cooperation, and drafted recommendations on how to improve or modify certain cross-border measures. In addition, these practitioners' networks serve as a good mechanism for exchanging experiences, best practices, and lessons learnt, as well as for strengthening mutual trust.

In order to facilitate the practical implementation of the PCC, authentic cross-border exercises were organised for practitioners. In addition, three regional workshops and expert meetings were organised in the areas of policing in Roma communities, linking theory and practice in suppressing transnational organised crime, and DNA information exchange. Such exercises help ensure that knowledge gained is put into practice and operational procedures and methods are harmonised among the national law enforcement authorities, allowing them to operate on an equal footing.

The activities of the PCC Secretariat were financed by the Swiss Agency for Development and Cooperation (SDC), Liechtenstein, as well as the Contracting Parties. From 2014, the activities will also be financed by the European Union (EU).

Border Security Programme in the Western Balkans
During 2013, DCAF's Border Security Programme (BSP) continued to provide support to the law enforcement authorities of Albania, Bosnia and Herzegovina, Macedonia, Montenegro, and Serbia in

establishing modern and efficient border security systems which conform to European integrated border management standards. DCAF organised 22 activities based on three main focus areas identified in the Programme's Regional Action Plan 2012–2015:

Schengen Integration – Introducing European standards and best practice in border policing to Western Balkan police services

- Within this focus area, DCAF provides a platform for national representatives from ministries of the Interior, border police, and other police authorities of the beneficiary countries to discuss relevant aspects of the Schengen acquis, including technical and legislative developments, and to exchange experiences. DCAF organises activities at two levels: at the national expert level (Schengen Integration Task Force) and at the senior official level (Strategic Schengen Task Force). The Schengen Integration Task Force met twice in 2013 and discussed, among other subjects, rolling out the DCAF self-evaluation online tool which would aid beneficiary countries in preparing for actual evaluations in the area of border security. The Strategic Schengen Task Force discussed an integrated and coordinated regional approach to EU-funded activities in the area of asylum.

Education and Training – Responding to concrete needs in police training to contribute to improved knowledge and skills in border management

- The Western Balkan Network of Institutions Responsible for Police Training and Education was established under the auspices of DCAF's BSP to facilitate regional cooperation and exchanges on teaching tools, methods, and relevant standards. As part of this focus area, DCAF organised the Second Annual Train-The-Trainers Summer Camp in Andermatt, Switzerland in 2013. Police instructors from the Western Balkan region learned about modern practices of police training and exchanged practical experiences with their colleagues from EU Member States.

- In 2013, DCAF's regional office in Ljubljana continued to implement the EU-funded project 'Developing E-Learning Modules on Cross-Border Police Cooperation Tools for Police Education' in cooperation with co-beneficiary law enforcement authorities from Bulgaria, Romania, and Slovenia, and with the assistance of the European Police College (CEPOL). The project contributes to the advancement of police education and training by developing contemporary tools of cross-border policing implemented through three thematic e-learning study

modules: Hot Pursuit, Mixed Patrols, and Data and Information Exchange. The modules were completed in 2013 and will be rolled out in 2014.

Common and Coordinated Measures – Facilitating cross-border operational police measures and intelligence-led policing tools

- In 2013, DCAF's BSP facilitated a number of activities to address a need for more common and coordinated measures in crime prevention, the fight against organised crime falling within the responsibility of border police forces, and the fight against illegal migration. The BSP supported beneficiary border police services in planning and executing two common and two coordinated cross-border operations at border crossing points and green (land) borders in the Western Balkan region. These operations saw the deployment of several dozen police officers across national borders and the implementation of coordinated police activities at 28 border crossings and along more than 180 km of green borders.

Police Integrity Building Programme

In 2013, DCAF continued to work within the framework of the Police Integrity Building Programme (PIBP), encouraging countries in the Western Balkans to establish and improve national police integrity systems. PIBP activities in 2013 were conducted under the auspices of Switzerland's Chairmanship-in-Office of the Organization for Security and Co-operation in Europe (OSCE) and with financial support from the SDC. In 2013, as part of the PIBP, DCAF:

- Co-organised the fourth 'Regional Conference of Units for Internal Control' in Skopje, Macedonia in cooperation with the Macedonian Ministry of Interior and the OSCE. The conference brought together over 50 representatives from police internal control units from 11 Balkan countries to exchange best practices on building integrity, learn about new developments in measuring and addressing corruption risks, and discuss possible future cooperation.

- Organised a roundtable on police integrity and oversight in Pristina, Kosovo‡, providing a platform for discussion among key stakeholders on how to set in place a holistic and sustainable framework for police integrity in Kosovo.

- Launched an e-learning course on police integrity, a flexible and cost-efficient training tool on improving integrity for police

managers. The course is based on the DCAF *Toolkit on Police Integrity* and was translated into several languages.[15]

- Supported the Macedonian Ministry of Interior in the implementation of the Ministry's anti-corruption strategy by (i) creating a sustainable training capacity for the Ministry by providing a facilitators' course for members of the Ministry's Integrity Unit, which later enabled them to conduct several workshops on police integrity to police officers, and by (ii) training police managers to strengthen their awareness of and capacity to deal with integrity issues.

Support to the Serbian and Albanian Ministries of Interior

During 2013, DCAF continued to support the implementation of two multi-year projects mandated by the Serbian government and the Swedish International Development Cooperation Agency (Sida), aimed at supporting the ongoing efforts of the Serbian Ministry of Interior to introduce and develop modern public sector management practices and contribute to the implementation of the Ministry's Development Strategy for 2011–2016:

- The first project, entitled 'Development of a Strategic Management Capacity in the Ministry of Interior of the Republic of Serbia', aims to enhance the strategic management skills of managers in the Ministry and Police Directorate in order to improve management practices. In 2013, 60 mid- and senior-level managers participated in a series of eight courses implemented over 42 days on specialised management topics and current reform issues. All experiences from the courses are incorporated into the Management Training Needs Analysis that is expected to shape the Ministry's development policies in this area in coming years.

- The second project, entitled 'Introduction of a Modern Human Resources Management Concept to the Ministry of Interior of the Republic of Serbia', aims to prepare the Ministry for human resources management (HRM) reform. During 2013, DCAF provided expert support for the drafting of several strategic

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‡ The Kosovo Assembly declared the territory's independence on 17 February 2008. While 36 member states of the DCAF Foundation recognized the independence of Kosovo as of the date of publication of this report, 24 member states did not do so and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

15 http://www.dcaf.ch/Publications/Toolkit-on-Police-Integrity

documents that will form part of a platform from which implementation of HRM reform will take shape, including a Proposal on the Organisational Framework of the HRM unit, an internal Practical Guide to HRM Processes, a Training Needs Analysis for HRM, and the Ministry's draft HRM Reform Strategy. Concurrently, DCAF conducted a series of trainings on the 'Investors in People' standard for HRM, which will identify and train change advocates who will play a leading role in continuing the HRM reform process in the Ministry. Throughout 2013, ten trainings were held over 49 days, reaching more than 400 individual employees of the Ministry, including all staff of the Human Resources Directorate, mid-level managers and staff from the Belgrade headquarters, and senior-level managers from the Police Directorate.

All activities within these two projects with the Serbian Ministry of Interior are discussed and evaluated during Steering Committee meetings together with project beneficiaries to ensure quality, relevance, and local ownership. DCAF's International Security Sector Advisory Team (ISSAT) was also mandated by Sida to support a mid-term review and assess the overall progress in key areas of the implementation of the Action Plan of the Development Strategy of the Ministry of Interior. The review aims to help identify opportunities to provide additional support in the implementation process of the Action Plan, and DCAF's work on these projects will continue until mid-2014.

In 2013, DCAF also supported Sida to undertake a review of the project on community policing entitled 'Swedish Support to the Ministry of Interior / Albanian State Police'. The assignment was performed through a combination of desk research and field work in Albania and produced clear recommendations to the project management team and Sida/Swedish Embassy in Albania on the quality of the programme's products and outputs, as well as immediate suggestions for improvement.

Integration of gender into security sector governance processes in Southeast Europe

Efforts to mainstream gender into SSG/SSR remained a key area of DCAF's work in Southeast Europe in 2013. At the regional level, DCAF sustained cooperation with two key partner organisations: the Regional Arms Control Verification and Implementation Assistance Centre (RACVIAC), based in Zagreb, Croatia and the

South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms (SEESAC), based in Belgrade, Serbia. Additionally, a number of endeavours focusing on gender mainstreaming were also undertaken at the bilateral level:

Albania	• In cooperation with UN Women, DCAF supported the Albanian National Police and the Albanian Ministry of Defence and Armed Forces in completing institutional gender self-assessments based on DCAF's *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector*.[16]
Bosnia and Herzegovina	• In cooperation with The Atlantic Initiative, a Sarajevo-based partner organisation, DCAF continued the implementation of a three-year project on gender and justice reform designed to increase the capacity of judges and prosecutors to effectively integrate gender into their procedures and practices and deliver non-discriminatory justice services. The project also seeks to strengthen the role of women in the justice sector, particularly at the decision-making level, and build the capacity of the state-wide women judges association to engage in long-term and sustainable judicial reform. Key activities and outputs of this project during 2013 include:

• The setup of the Domestic Violence Judicial Panel and the development of *Judicial Benchbook: Considerations for Domestic Violence Case Evaluation in Bosnia and Herzegovina* – a resource for judges on evaluating domestic violence cases, published in 2014[17], in cooperation with the US Department of Justice.

• Completion of a state-wide research project to identify how gender operates within the structural, procedural, and substantive legal areas of the courts of Bosnia and Herzegovina and whether the role of gender has led to the disadvantage of one gender group by the other. The research method, which included an online questionnaire and in-person interviews, resulted in the participation of 161 judicial professionals from across the country.

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[16] http://www.dcaf.ch/Publications/Gender-Self-Assessment-Guide-for-the-Police-Armed-Forces-and-Justice-Sector

[17] http://www.dcaf.ch/Publications/Judicial-Benchbook-Considerations-for-Domestic-Violence-Case-Evaluation-in-Bosnia-and-Herzegovina

- Development and implementation of two training curricula for the Judicial and Prosecutorial Training Centres on gender mainstreaming and adult learning for the Federation of Bosnia and Herzegovina and the Republika Srpska, respectively.

- The launch of the Bosnian version of *A Women's Guide to Security Sector Reform* published under the title *Vodić za žene kroz reformu sektora sigurnosti*[18], in cooperation with the Bosnian non-governmental organisation (NGO) Žene Ženama and The Atlantic Initiative.

Kosovo[‡]

- Conducted a capacity building workshop on gender, policing, and advocacy for civilian and sworn female staff from the Kosovo Police, aimed at furthering efforts towards supporting the establishment of a women's police association, in cooperation with UN Women.

Serbia

- Undertook a number of initiatives to mainstream gender into the procedures and practices of the Serbian Ministry of Interior, including a workshop on gender and policing at a four-day training course on 'International Standards for Democratic Policing', co-organised by the OSCE, and a workshop on gender considerations for a human resources strategy.

- Contributed to a roundtable addressing the involvement of civil society organisations in the monitoring and implementation of the Serbian National Action Plan for the implementation of the UN Security Council Resolution 1325, in cooperation with the Belgrade Centre for Security Policy.

Fostering Parliamentary Oversight of the Security Sector in the Western Balkans

In 2013, DCAF continued its contribution to strengthening the democratic governance of the security sector in Western Balkan countries, supporting parliamentary institutions in enhancing their capacity to develop laws and procedures, exercise oversight of the executive, and ensure that security strategies and policies reflect national priorities and respond to citizens' needs.

DCAF offered demand-led, tailor-made assistance to parliamentary committees holding competency over the security sector (such as defence and security committees and intelligence oversight committees) in Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia. Project activities engaged both elected members and staff advisors, aiming to foster the development of the committees' independent capacity for policy analysis, legislation development, and effective oversight. Encouraging the harmonisation of national laws, procedures, and practices to European standards is a central aim of the project.

A total of 15 capacity building events and seven planning and coordination missions took place in 2013 at the regional and bilateral levels. Most activities were organised within the Framework Project on 'Fostering Parliamentary Oversight of the Security Sector in the Western Balkans (2012-2015)', funded by the Norwegian Ministry of Foreign Affairs. Highlights from the above are listed in the following table:

| Bosnia and Herzegovina | • Provided support to the implementation of two national seminars for security agencies' personnel, hosted by the Joint Committee for Defence and Security of the Parliamentary Assembly of Bosnia and Herzegovina. The events allowed the Committee to review security sector functionality and to assess the implementation of parliamentary recommendations by security agencies.

• Co-sponsored committee members' participation in a seminar on security policy, hosted by the George C. Marshall European Center for Security Studies, for parliamentarians from Bosnia and Herzegovina and Macedonia. The seminar fostered parliamentary awareness of their responsibility for effective |

oversight, furthering the democratisation of political culture, and institutionalising best practices.

- Continued to support the Office of the Parliamentary Military Commissioner for Human Rights in Bosnia and Herzegovina by funding an expert staff member hired by the Office. The work of the Parliamentary Military Commissioner represents a valuable contribution to parliamentary oversight of the defence establishment and an important addition to the system of democratic governance of security.

Kosovo‡

- Organised three roundtables for members and staff of committees of the Assembly of Kosovo and representatives of judiciary, government, and security sector institutions on topics related to security sector oversight, integrity building, and budget scrutiny of the security sector in Kosovo. The activities allowed for enhanced exchange and dialogue between Assembly of Kosovo committees and national justice and security actors as well as provided a platform for discussing key issues for Kosovo in the presence of all relevant stakeholders.

- Provided tailored policy advice to Assembly of Kosovo committees as well as advisory support activities to facilitate the monitoring of law implementation processes in Kosovo.

- Organised two technical training seminars customised for parliamentary staff of the Assembly of Kosovo. The activities focused on supporting the monitoring of security-sector legislation implementation and financial and budgetary oversight of security sector institutions.

- Organised a study visit to Slovenia for members and staff of committees of the Assembly of Kosovo and selected representatives of the Kosovo judiciary, government, and security sector institutions. The visit addressed a wide range of topics including strengthening the rule of law and law enforcement capacities, security sector accountability, and judicial and legislative oversight of the security sector. Besides providing access to knowledge and good practice, the study visit enabled effective transfer of country experiences from Slovenia as well as other Western Balkan and EU countries.

‡ The Kosovo Assembly declared the territory's independence on 17 February 2008. While 36 member states of the DCAF Foundation recognized the independence of Kosovo as of the date of publication of this report, 24 member states did not do so and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

- Donated more than 200 copies of DCAF publications written in Albanian, English, and Serbian to the library of the Assembly of Kosovo, to provide parliamentarians and parliamentary staffers with access to a broad selection of policy-relevant research on SSR.

Macedonia*

- Organised an introductory capacity building seminar on 'Security Sector Reform and Governance' for the research staff of the newly formed Parliamentary Institute (PI) of the Assembly of the Republic of Macedonia and donated nearly 100 DCAF publications to the new PI library.

- Supported the publication of *Comparative Analysis of Regional Practices for Parliamentary Financial Oversight of Intelligence Services*, in cooperation with Analytica, a Macedonia-based NGO.[19]

Montenegro

- Organised a study visit to Zagreb, Croatia in March 2013 for the Security and Defence Committee of the Parliament of Montenegro, during which elected members and parliamentary staff of the Committee learned about Croatian experiences in institutional reforms and lessons learned from the EU integration process.

- Supported the Council for the Civilian Control of Police Work in increasing its public accessibility and visibility, through the creation of a website and the publication of a multi-year activity report; the activity report provided information on the Council's role in the protection of human rights and freedoms through overseeing police forces and the use of police powers.

- Sponsored the publication and launch of the *Monitoring Report on the second year of implementation of the Law on Parliamentary Oversight of Defence and Security Sector*, which concerns a law adopted by the Montenegrin Parliament in December 2010. The Report was prepared by Institut Alternativa, a Montenegro-based civil society organisation. The launch was an opportunity for raising public awareness about the pressing need for democratic oversight of security and the performance of the national parliament in the oversight process.

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

[19] http://analyticamk.org/~analytic/images/stories/files/report/Financial_oversight_english.pdf

Serbia

- Under the auspices of the Swiss Chairmanship-in-Office of the OSCE and in cooperation with the OSCE Mission to Serbia, organised a study visit to Switzerland for members and staff of the National Assembly of Serbia's Committee for Security Services Control. Members of Parliament from Serbia had the opportunity to review good practice in the area of intelligence governance in Europe and discuss the needs and status of intelligence reforms in Serbia with international experts. During their visit to the Swiss Federal authorities in Bern they exchanged views with peers and colleagues from Switzerland and learned about Switzerland's foreign and security policy and the programme of the Swiss Chairmanship-in-Office of the OSCE, in more detail.

Regional Parliamentary Cooperation

- Co-organised and co-funded a regional seminar on parliamentary oversight in the security and defence sector in Konjic, Bosnia and Herzegovina, together with the Parliamentary Assembly of Bosnia and Herzegovina, the OSCE, and the North Atlantic Treaty Organization. National stakeholders and defence and security committees from six neighbouring countries were represented. The event offered an opportunity to discuss different national experiences in the implementation of the democratic control of armed forces, allowing parliamentary delegations to assess their oversight activities and identify ways and means for improving effectiveness.

- Organised jointly with the Parliament of Montenegro the 15th Cetinje Parliamentary Forum, an event that provided the first regional multi-stakeholder platform for sharing experiences and challenges in security budgeting. The 48 Forum participants represented seven countries, ten different parliamentary committees, three supreme audit institutions, and three defence ministries. A formal Joint Declaration adopted by the Forum called for better involvement of parliaments in all stages of the security budgeting process and increased interaction between parliaments, audit institutions, and civil society.

Civil Society Capacity Building Programme in the Western Balkans
In 2013, DCAF continued to work with civil society organisations (CSOs) in the Western Balkans on different SSR research projects, provided capacity building trainings, and supported CSOs' activities and sustainability.

In the first half of 2013, DCAF organised three capacity building workshops for civil society researchers on researching police corruption. Given its expertise on police integrity, DCAF brought together experts from the region and neighbouring countries to exchange knowledge and experiences with representatives of nine Western Balkan CSOs.

The annual DCAF Young Faces programme once again brought together a variety of young professionals working on security sector related issues to learn about and critically discuss a topical issue in SSR. The focus of the 2013 Young Faces programme was 'Police Reform in the Western Balkans'. Young parliamentary staffers, civil society researchers, and civil servants discussed what police reforms have been undertaken in the Western Balkans, which results can be registered, and how reforms can help to achieve a democratic, efficient, and accountable police service. The programme activities were spread out over the course of the year, including background reading, online discussions, a four-day workshop, and a policy brief drafting exercise.

In addition to these programmes, DCAF also provided bilateral assistance for research, training, and advocacy projects carried out by CSOs in the Western Balkans:

Albania	• Supported the Tirana-based Institute for Democracy and Mediation in its 12-month project to provide comprehensive training to strengthen the role of the Albanian parliament in the oversight of the security sector.
Macedonia*	• Supported the Skopje-based think tank Analytica in its research project analysing national policies on illegal migration and asylum seekers.

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

🇷🇸 **Serbia**	• Supported the Belgrade Centre for Security Policy in its project to coordinate support amongst local CSOs for reform processes in the field of the rule of law, in line with chapters 23 and 24 of the EU acquis.
	• Supported the Belgrade-based Center for Policy Research in publishing a report on the non-discrimination discourse in military education in Serbia.
Western Balkan region	• Supported a regional research project led by the Belgrade Centre for Security Policy on the role of independent state bodies in security sector oversight.
	• Acted as a strategic partner and one of the main sponsors and contributors to the Third Belgrade Security Forum and co-organised two Forum sessions: a panel examining gender and the role of the state as well as a panel on cyber security.
	• Co-organised with the Belgrade Fund for Political Excellence a study visit for young political actors from the Western Balkans participating in the Regional Academy for Democracy to Geneva and Bern, Switzerland. The visit focused on 'Current Issues in Security Sector Reform' and looked at different models of security sector governance with a specific focus on Swiss security policy. It was funded by the Swiss Federal Department of Defence, Civil Protection and Sport.

Supporting Swiss Programmes in Southeast Europe

DCAF supports the Swiss government in its implementation of several Swiss sponsored programmes in or related to Southeast Europe.

The mapping study on the role of the OSCE in security sector governance and reform

In the framework of DCAF's strategic partnership with the Swiss government in its Chairmanship-in-Office of the OSCE, in 2013 the Centre conducted the mapping study on The Role of the OSCE in Security Sector Governance and Reform. The study was mandated by the Swiss Federal Department of Foreign Affairs and includes extensive case-study research on the OSCE support to SSG/SSR processes in Bosnia and Herzegovina and Serbia, among other countries.

Swiss Regional Police Cooperation Programme in the Western Balkans
The Swiss Regional Police Cooperation Programme in the Western Balkans (SPCP 2012-16) was launched in July 2012 with the aim to strengthen regional police cooperation in the Western Balkans to more efficiently and effectively fight organised and serious crimes. DCAF was mandated to manage and oversee the Programme, which is funded by the SDC. Since the launch of the SPCP, DCAF's primary responsibilities have been to reach out to interested partners and to receive and assess project proposals. During 2013, DCAF successfully completed the outreach phase, and all internal systems for efficient, effective, and transparent assessment of proposals were put into place. To this end, a Programme Operational Manual was developed and complemented with various templates for guiding the applicants in applying and reporting.

DCAF assessed and scored all applications against predefined criteria, such as conformity with the programme objectives, impact and sustainability of the anticipated results, quality of the proposals, value for money, transversal themes, and local ownership. Following this stage, the SPCP Advisory Group, composed of relevant Swiss Federal institutions, including the SDC, the Political Directorate, Fedpol, and the Federal Customs Administration, recommended a number of proposals to the SDC in order that the benchmark for allocating funding was attained by the first year of implementation. Projects were approved in different areas of police cooperation, such as improving regional cooperation to combat drug trafficking and other organised crime, smuggling, and human trafficking.

For remaining funds, DCAF will continue to assess submitted proposals. In 2014, the programme will enter a new phase and DCAF's role will evolve to focus on monitoring the implementation of the approved projects.[20]

Swiss Intermediate Body – Romania and Bulgaria
In 2011, DCAF was contracted by the SDC as a member of the Swiss Intermediate Body (SIB) for the Thematic Fund Security (TFS) and the Swiss-Bulgarian and Swiss-Romanian Cooperation Programmes, as part of Switzerland's contribution to EU enlargement. Under this framework, DCAF is responsible for the

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[20] For further information, see www.SPCP2012-16.ch

oversight of migration, asylum, and counter-trafficking in human beings projects in Bulgaria and Romania. The Fund's objective is to build the capacity of the relevant Bulgarian and Romanian authorities and actors through knowledge sharing on experience and best practices with Swiss partners, in particular with the Swiss Coordination Unit Against the Trafficking of Persons and Smuggling of Migrants and the Swiss Federal Office for Migration. During 2013, DCAF managed three operational capacity building and internal training projects for the Romanian General Inspectorate for Immigration and the Romanian National Agency Against Trafficking in Persons, regarding aspects of irregular migration, asylum, and human trafficking. The one-year project on irregular migration was successfully finalised in August 2013.

In addition, as part of its SIB-mandate, DCAF has been working on the preparation of second phase projects in both Bulgaria and Romania under the next round of the TFS, which will focus on anti-trafficking, a topic of high priority for Switzerland as destination country as well as Bulgaria and Romania as countries of origin. One of the projects on victim assistance and reintegration in Romania, with the non-governmental organisation Reaching Out, was approved by the SDC and its implementation under DCAF's oversight began in spring, 2014.

**Swiss support to the Peace Support Operations Training Centre in Bosnia and Herzegovina**
In 2013, DCAF supported the Swiss Federal Department of Defence, Civil Protection and Sport to carry out an Advanced Level 2 training and a train-the-trainer workshop on SSR for the Peace Support Operations Training Centre (PSOTC) in Bosnia and Herzegovina. The training was part of the Swiss government's three-year progressive strategy to build PSOTC's capacity to conduct SSR trainings.

Key Results 2013:

- Successfully managed the implementation of the first year of the 'Swiss Regional Police Cooperation Programme in the Western Balkans (SPCP 2012-2016)' and helped launch four projects aimed at enhancing regional police cooperation to combat organised and serious cross-border crime.

- Supported through its Border Security Programme the implementation of four regional border police operations at 28 border crossings and along more than 180km of green borders in the Western Balkans, demonstrating the regional police services' commitment to integrating European best practice into their joint work on fighting serious and organised crime.

- Provided expert support to the Ministry of Interior of Serbia in the drafting of key human resources management (HRM) documents, including the Ministry's draft HRM Reform Strategy.

- Launched an e-learning course on police integrity, based on the DCAF *Toolkit on Police Integrity*, which is available in several languages for police professionals in the Western Balkans.

- Provided technical advice and expertise to institutional gender self-assessment processes carried out by the Albanian Police and the Albanian Ministry of Defence and Armed Forces.

- Completed a state-wide research project aimed at identifying how gender operates within the structural, procedural, and substantive legal areas of the courts in Bosnia and Herzegovina.

- Co-organised a regional multi-stakeholder conference on parliamentary oversight of security budgets under the auspices of the Cetinje Parliamentary Forum.

- Supported the Assembly of Kosovo in reviewing and monitoring the implementation of security sector related legislation.

- Supported the engagement of Western Balkan civil society organisations in a number of SSR-related policy research and outreach projects.

For detailed information about DCAF's programmes in Southeast Europe, see
http://www.dcaf.ch/Region/Southeast-Europe

Newly Independent States
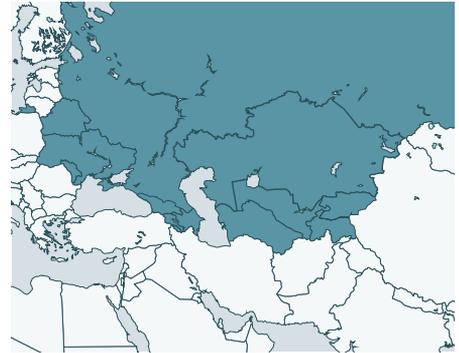
Milestones:

2000	Russia and Ukraine are among the founding members of DCAF.
2001	Georgia joins DCAF.
	DCAF supports the Inter-Parliamentary Assembly of the Commonwealth of Independent States in drafting model laws on parliamentary oversight of the military and peace support operations.
2002	Armenia, Azerbaijan, Belarus, and Moldova join DCAF.
	DCAF publishes *Russian Federation Legal Acts on Civil-Military Relations: Collection of Documents* and *Commentaries.*
2004-2009	Close cooperation with the Defence and Security Committee of the Verkhovna Rada (parliament) of Ukraine.
2005	Regional Parliamentary Conference for CIS Parliamentarians with UNDP.
	First Regional Conference on Defence Institution Building Issues for the Caucasus.
	DCAF publishes *The Security Sector Legislation of Ukraine*, containing some 30 laws that DCAF helped draft.
2006	First Regional Roundtable for CIS Ombudspersons with UNDP.
2006-2009	Close cooperation on Intelligence Oversight and Reform with the Security Service of Ukraine.
2006-2012	DCAF manages the Expert Twinning programme for the staff of the Ministry of Defence of Ukraine.
2009-2012	First national roundtables on Human Rights in the Armed Forces with the governments of Armenia, Azerbaijan, Georgia, Tajikistan, Turkmenistan, in cooperation with OSCE ODIHR.

Milestones:

2011	Kyrgyzstan joins DCAF.
2012	Kazakhstan joins DCAF as a permanent observer.
	Ombuds-institutions from Kyrgyzstan and Tajikistan participate for the first time in the 'International Conference of Ombuds-Institutions for Armed Forces'.
2013	DCAF lays the foundations for cooperation with Central Asian national border security services.

In 2013, DCAF's Foundation Council comprised eight countries from Eastern Europe and Central Asia – including Armenia, Azerbaijan, Belarus, Georgia, Kyrgyzstan, Moldova, Russia, and Ukraine. In addition, the Republic of Kazakhstan participates in DCAF as a permanent observer.

During 2013, DCAF continued with Central Asian national border security services. Several bilateral and multilateral meetings took place throughout the year in Ashgabat, Bishkek, and Helsinki in the framework of the United Nations Development Programme (UNDP)–European Union (EU) Border Management Programme in Central Asia (BOMCA 8). These negotiations resulted in an initial outline of an assistance package in border security activities, ranging from national capacity building to the development of regional cooperation mechanisms in the areas of education and training, risk analysis, and criminal intelligence and investigation.

In a related move, DCAF supported the OSCE Border Management Staff College (BMSC) in Dushanbe in the development of a twelve-month training course on 'Border Security and Management' for mid- and senior-level border security professionals from the entire OSCE area.

As in previous years, DCAF's activities in the Newly Independent States region in 2013, beyond the frameworks of the EU, NATO, or OSCE, were conducted on a bilateral basis. The majority of these projects were implemented in Armenia, Georgia, Kyrgyzstan, and Ukraine, the most significant of which are outlined in the table below.

Armenia

- Subsequent to the formulation of a tripartite annual cooperation plan with the Parliament of Armenia and the Organization for Security and Co-operation in Europe (OSCE) Office in Yerevan, DCAF co-organised a series of capacity development events for parliamentarians and parliamentary staff. These comprised parliamentary hearings on:

  (i) 'Civil-Military Relations in Democratic Societies' and 'Police Reform and Enhancing Public Trust in Law Enforcement Agencies', incorporating a training session for parliamentary staff on security governance issues;

  (ii) 'Transparency in Defence Management', 'The Role of Parliament in Defence Procurement', and 'Defence Institution Building and Integrity in Defence Management', as well as featuring roundtables on 'Police Reform in Armenia' and 'The Management of Military Policing'; and

  (iii) 'Human Rights in the Armed Forces'.

- Co-facilitated a study visit by mid-level officials from Armenia to Switzerland to familiarise the Armenian Military Police with the experiences of Swiss counterparts and to provide best practices in strategies, policies, and reform programme implementation. The delegation visited the DCAF headquarters in Geneva, the Swiss Police Institute, and Military Security.

- Facilitated a high-level security sector reform (SSR) sensitisation module and introductory SSR training aimed at officials from relevant Armenian ministries and governmental institutions. The course was supported by the OSCE Office in Yerevan and the Armenian Ministry of Foreign Affairs.

- Participated in an international conference on 'Fighting Corruption and Building Integrity and Accountability in Policing', facilitated by the OSCE Office in Yerevan and the Armenian Police.

- Armenian language versions of the DCAF publications *Toolkit on Police Integrity*[21] and *Defence Management: An Introduction*[22] were translated and published by the OSCE Office in Yerevan.

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[21] http://www.dcaf.ch/Publications/Toolkit-on-Police-Integrity

[22] http://www.dcaf.ch/Publications/Defence-Management

🇦🇿	**Azerbaijan**	• Published and disseminated the Azeri version *of Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices.*[23]
✠	**Georgia**	• Co-organised with the Parliament and Ministry of Defence of Georgia a two-day roundtable on 'Transparency in Defence Management', including a presentation of the preliminary results of a survey on parliamentary powers and security governance in Georgia.
		• Initiated a review of *Parliamentary Oversight in Georgia* and *Georgia's Security Sector Laws,* due for publication in 2014.
		• Supported the UN Women cross-regional project 'Women Connect Across Conflicts' focused on building accountability for the implementation of UN Security Council Resolution 1325; participated in the project's closing ceremony in Tbilisi.
		• Facilitated and participated in an OSCE Office for Democratic Institutions and Human Rights (ODIHR) – Defence and Security Committee of the Parliament of Georgia – Ministry of Defence of Georgia orientation event on 'Oversight, Human Rights and Gender in the Armed Forces'.
		• Launched the Georgian language versions of *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices*[24] and *Defence Management: An Introduction.*[25]; translated and prepared for publication in 2014 the Georgian version of *Ombuds Institutions for the Armed Forces: A Handboo*k.[26]
🇰🇿	**Kazakhstan**	• Participated in the OSCE Centre in Astana – Kazakhstan Institute for Security Studies (KISI) conference on 'The Eurasian Security Community and the Role of the OSCE'.
		• Facilitated meetings between the Chairman of the Parliament of Kazakhstan's Committee on Foreign Affairs, Defense and Security and the Head of the Inter-Parliamentary Cooperation Group 'Switzerland–Kazakhstan' of the Federal Assembly of Switzerland.
		• Initiated translations into Kazakh of *Transforming Police in Central and Eastern Europe*[27] and *Parliamentary Powers in Security Sector Governance.*[28]

[23] http://www.dcaf.ch/Publications/Building-Integrity-and-Reducing-Corruption-in-Defence
[24] http://www.dcaf.ch/Publications/Building-Integrity-and-Reducing-Corruption-in-Defence
[25] http://www.dcaf.ch/Publications/Defence-Management
[26] http://www.dcaf.ch/Publications/Ombuds-Institutions-for-the-Armed-Forces-A-Handbook
[27] http://www.dcaf.ch/Publications/Transforming-Police-in-Central-and-Eastern-Europe
[28] http://www.dcaf.ch/Publications/Parliamentary-Powers-in-Security-Sector-Governance

Kyrgyzstan

- Published and launched the *Almanac on Security Sector Reform in the Kyrgyz Republic*[29] and *Security Sector Legislation in the Kyrgyz Republic: A Review*[30].

- Organised a two-day roundtable on 'Lessons Learned in Defence and Security Sector Reform' with the Secretariat of the Defence Council of the Kyrgyz Republic.

- Under the auspices of the Defence Council, co-organised a high-level meeting on 'Fighting Corruption' for defence officials and civilian professionals.

- Contributed to NATO Parliamentary Assembly's 84th Rose Roth Seminar in Bishkek on 'Afghanistan, Regional Security and the Future of International Cooperation', contributing to the session on 'Kyrgyzstan's Defence and Security Policy Priorities'.

- Coordinated with the OSCE Centre in Bishkek on a range of issues, particularly on potentially establishing the 'Situation Room' for the Office of the Prime Minister of Kyrgyzstan. Hosted a meeting of civilian crisis-management professionals in the context of the planned 'Situation Room'.

- Conducted case-study research in Kyrgyzstan for a mapping study on *The Role of the OSCE in Security Sector Governance and Refo*rm.

Moldova

- Fifteen border security officials from Moldova completed the DCAF–EUBAM advanced distance learning course on 'Modern Border Control Practices and Related EU Standards'.

- Published the translation of *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices.*[31] Translated and prepared for publication in 2014 the *Toolkit on Police Integrity*[32]. Began the translation into Romanian of *Ombuds Institutions for the Armed Forces: A Handbook*[33] and *Overseeing Intelligence Services: A Toolki*t.[34]

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[29] http://www.dcaf.ch/Publications/Almanac-on-Security-Sector-Reform-in-the-Kyrgyz-Republic

[30] http://www.dcaf.ch/Publications/Security-Sector-Legislation-in-the-Kyrgyz-Republic-A-Review

[31] http://www.dcaf.ch/Publications/Building-Integrity-and-Reducing-Corruption-in-Defence

[32] http://www.dcaf.ch/Publications/Toolkit-on-Police-Integrity

[33] http://www.dcaf.ch/Publications/Ombuds-Institutions-for-the-Armed-Forces-A-Handbook

[34] http://www.dcaf.ch/Publications/Overseeing-Intelligence-Services-A-Toolkit

Tajikistan	• Conducted case study research in Tajikistan for a mapping study on *The Role of the OSCE in Security Sector Governance and Reform.*
	• Published *Security Sector Legislation in the Republic of Tajikistan: A Review*[35] and republished the Tajik language version of *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices.*[36]
	• Initiated translations into Tajik of *Understanding Military Justice*[37], *Amnesty International – 10 Basic Human Rights Standards for Law Enforcement Officials, Comments on the OSCE Code of Conduct, OSCE Guidebook on Democratic Policing,* and *European Police Code of Eth*ics.
Ukraine	• Co-organised and facilitated with the Razumkov Centre an international conference on 'Defence and Security Sector Reform in Ukraine' for government and NGO experts.
	• Co-organised with the NATO Liaison Office and NATO Information and Documentation Centre a conference on 'Cooperation in Human Rights and State Security' for the Security Service of Ukraine, National Institute for Strategic Studies, the National Technical University of Ukraine, and the Kyiv Polytechnic Institute.
	• Co-organised a roundtable with the National Institute for Strategic Studies and NATO Liaison Office on 'Issues of Military-Technical Policy of Ukraine During Security Sector Transformation', focused on practical cooperation issues with NATO partner countries.
	• Fifteen border security officials from Ukraine completed the DCAF–EUBAM advanced distance learning course on 'Modern Border Control Practices and Related EU Standards'.
	• Published and launched the *Almanac on Security Sector Governance in Ukraine*[38], which was produced in cooperation with the Razumkov Centre, as well as *Challenges Facing Arms Control Export in Ukraine and the Russian Federation*[39]; published the English version of the *Security Sector Legislation of Ukraine*[40] on behalf of the parliament and international partners.

[35] http://www.dcaf.ch/Publications/Security-Sector-Legislation-in-the-Republic-of-Tadjikistan-a-Review

[36] http://www.dcaf.ch/Publications/Parliamentary-Oversight-of-the-Security-Sector

[37] http://www.dcaf.ch/Publications/Guidebook-Understanding-Military-Justice

[38] http://www.dcaf.ch/Publications/Almanac-on-Security-Sector-Governance-in-Ukraine-2012

[39] http://www.dcaf.ch/Publications/Challenges-Facing-Arms-Export-Control-in-Ukraine-and-the-Russian-Federation

[40] http://www.dcaf.ch/Publications/Security-and-Defence-Sector-Legislation-of-Ukraine

- Conducted a capacity development workshop focused on 'Building Integrity' issues with the Ministry of Defence, the National Security Council, and Directorate of Audit Services

- DCAF also participated in and contributed to a number of events and discussions on a range of security governance issues in Ukraine, including the Kiev Security Forum; the Conference on 'Internal Security Sector Governance in Ukraine', which focused on Ukraine–EU–NATO cooperation platforms; the Razumkov Centre's international conference on 'The Role of International Organisations in the National Security of Ukraine'; the Thematic Seminar for Civil Servants on 'Drafting National Security Documents', focused on strategic planning; Security Service of Ukraine – NATO discussions on 'Ukraine–NATO Cyber Defence Expert Staff Talks'; and the NATO Liaison Office-facilitated conference on 'Reforming Law Enforcement Bodies: The European Experience'.

- DCAF is closely following ongoing political developments in Ukraine and remains ready to provide advice and practical assistance on security governance across a variety of cooperation platforms.

Key Results 2013:

- Sustained cooperation with security governance stakeholders in the Caucasus, Central Asia, Moldova, and Ukraine at national and regional levels.

- Intensified cooperation with the OSCE Office in Yerevan on a range of security governance, especially parliamentary capacity development and law enforcement reform issues.

- Initiated systematic cooperation with the Defence Council of Kyrgyzstan.

- Border security officials from Moldova and Ukraine completed the DCAF–EUBAM advanced distance learning course on 'Modern Border Control Practices and Related EU Standards'.

For detailed information about DCAF's programmes in the Newly Independent States, see
www.dcaf.ch/Region/Eastern-Europe-and-Central-Asia

Middle East and North Africa

The political changes that had begun in 2011 as the 'Arab Spring' continued to exert pressure on governments, civil administrations, parliaments, and societies in the Middle East and North Africa (MENA) region.

In July 2013 in Egypt, the armed forces deposed the democratically elected president and installed a transition government. In December 2013, Egypt adopted a new constitution, which gives the armed forces extensive political and judicial powers, and in January 2014 Tunisia adopted a new constitution. In line with democratic norms and practice, Tunisia's new constitution establishes civil supremacy as a ruling principle for its civil-military relations and subjects all government activities, including security and defence, to democratic governance and oversight. Continued divisions failed to put an end to military confrontation in Syria where three years of armed conflict led to the loss of 130,000 lives – as many as Iraq lost in ten years – and displaced half the population from their homes. Furthermore, in several countries of the MENA region, the fragility of the security sector increased in 2013 as a result of perceived weaknesses in legitimacy and/or effectiveness of the security forces. These developments illustrate the central role of good security sector governance for conflict resolution, sustainable development, and the management of democratic transitions.

In 2013, DCAF expanded its assistance programmes in North Africa, with a focus on Tunisia and Libya. The DCAF Trust Fund for Security Sector Development Assistance in North Africa continued to play a central role by accompanying and funding security sector reform programmes in the region and in 2013 was supported by Luxembourg, the Netherlands, Slovakia, Sweden, and Switzerland.

DCAF also continued its work in the occupied Palestinian territory by supporting the Palestinian National Authority, the Palestinian Legislative Council, and various security forces in enhancing their governance capacity, with a focus on transparency development, financial oversight, and complaint handling. Thus, at the governorate level, DCAF helped institutionalise community safety councils in the West Bank and implement locally developed community safety strategies.

DCAF also worked with governments, parliaments, and civil society organisations to contribute to local and regional discussions on

security sector governance in member states of the Gulf Cooperation Council and the wider Persian Gulf region.

To support ongoing programmes, DCAF regularly publishes and disseminates Arabic translations of DCAF publications and knowledge products, which in 2013 included: *Penal Reform and Gender: Update on the Bangkok Rules*[41]; *A Women's Guide to Security Sector Reform*[42]; *the Gender Self Assessment Guide for the Police, Armed Forces and Justice Sector*[43]; *Palestinian Legal Collections: Financial and Administrative Oversight in the Security Sector*[44]; *Palestinian Draft Law on Access to Information: Bringing Access To Information Legislation In Line With International Civil-Democratic Standards*[45]; and *National Security Policy Development in North West Africa: Adapting to a Changing Context*[46].

The table below provides an overview of the most important country-specific DCAF projects in the Middle East and North Africa in 2013.

Egypt	• Developed a Security Sector Observatory – Marsad to further inform the national debate on SSR. Marsad is an online resource covering the latest developments and stories related to the security sector.
	• Launched a call for papers on the structure of civil-military relations in Egypt with the aim of providing knowledge on the subject to interested stakeholders.
Iraq	• Contributed to a parliamentary capacity building programme for members of the Iraqi Council of Representatives (Parliament).
Libya	• Opened a new DCAF office in Tripoli with augmented capacity.
	• Launched a mapping process with regards to security sector legislation in Libya.

[41] http://www.dcaf.ch/Publications/Penal-Reform-and-Gender-Update-on-the-Bangkok-Rules
[42] http://www.dcaf.ch/Publications/A-Women-s-Guide-to-Security-Sector-Reform
[43] http://www.dcaf.ch/Publications/Gender-Self-Assessment-Guide-for-the-Police-Armed-Forces-and-Justice-Sector
[44] http://www.dcaf.ch/Publications/Palestinian-Legal-Collections-Financial-and-Administrative-Oversight-in-the-Security-Sector
[45] http://www.dcaf.ch/Publications/Palestinian-Draft-Law-on-Access-to-Information-Bringing-access-to-information-legislation-in-line-with-international-civil-democratic-standards
[46] http://95.142.163.84/dcaf/adminDcaf/upload/ejournal/EN-NSP-Report-Final-21.pdf

- Continued dialogue with the General National Congress (GNC) on supporting parliamentary committees holding competency over the security sector, including the committees on National Security, Defence, Interior, Legislation, and Foreign Affairs.

- Continued dialogue with the Ministry of Interior and provided expertise on issues such as protection of diplomatic missions and VIPs, community safety, as well as strategic communication between the Ministry, the police, and citizens.

- Developed a Security Sector Observatory – Marsad to further inform the national SSR debate.

- Contributed to The Voice of Libyan Women conference on 'One Voice – New Horizons' addressing the role of women organisations in ensuring effective, accountable, and human rights compliant security and justice delivery.

Morocco

- Continued to provide ad hoc assistance to the Moroccan government, parliament, and civil society on implementing the recommendations made by Morocco's Truth and Reconciliation Commission.

- In collaboration with the Centre d'Études en Droits Humains et Démocratie (Centre for the Study of Human Rights and Democracy), organised a consultation with the Moroccan government to provide comparative examples and international expertise on the establishment and running of National Security Councils.

- Developed and implemented a training programme on 'Gender and Good Governance of the Security Sector' for the University Hassan I of Settat master's programme on security studies and risk management.

Occupied Palestinian territory

- In cooperation with the Office of the President of the Palestinian National Authority (PNA), helped initiate the implementation of strategic community safety plans in a number of governorates in the West Bank.

- In cooperation with the PNA Council of Ministers, supported the enhancement of the complaint handling system dealing with complaints against Palestinian security forces, including the training of complaint handling units' staffers.

- Assisted the Contemporary Centre for Studies and Policy Analysis in establishing a policy analysis unit to provide analytical and advisory services to decision-makers within the PNA and beyond.

- Supported the development and review of security sector legislation to ensure its compliance with international good governance standards.

- In cooperation with Al-Istiqlal University, conducted an assessment on how to integrate the needs of male and female officers and civilian employees into the Palestinian security forces.

- Trained journalists in the coverage of security issues and the monitoring of police and security forces' activities.

- In cooperation with the State Audit and Administrative Control Bureau, assessed the training needs of financial oversight institutions in the security sector in preparation for capacity building activities.

- Strengthened the informal oversight capacity of civil society organisations involved in security sector governance through enhancing their monitoring and evaluation skills.

- Further developed and expanded Marsad – an online resource covering developments and stories related to the security sector.

Tunisia

- Enhanced the communication capacity of the Ministry of Interior by training spokespersons and assisting the development of internal communication tools, such as a code of conduct for the police's communication with the media. Compiled and published Tunisia's legislation governing communication and information.

- Trained senior Ministry of Interior officials in strategic management and institutional development.

- Assisted the Tunisian government in initiating a reform of Tunisia's intelligence system and provided conceptual support to an inter-ministerial working group on intelligence reform lead by the Ministry for Good Governance.

- Signed a Memorandum of Understanding with the Ministry of Human Rights and Transitional Justice, outlining cooperation in four fields: (i) strengthening oversight of the detention and rehabilitation system; (ii) improving citizen complaint handling mechanisms; (iii) strengthening the Ministry's strategic management capacity; and (iv) integrating security sector reform into the transitional justice process.

- Continued dialogue with the Ministry of Defence on the establishment of a national ombuds-institution for the armed forces. A Tunisian delegation participated in the Fifth International Conference of Ombuds-Institutions for Armed Forces (ICOAF) in Oslo in October 2013.

- In cooperation with the Arab Institute for Human Rights, initiated a national mapping study on the integration of gender in the institutional and legal frameworks of the Tunisian security sector.

- Continued to develop and update the online legal database on Tunisia's security sector legislation.[47] New site features allow users to comment on draft legislation and to access related media reports.

- Developed and released a new version of Marsad – an online security sector observatory on Tunisia.[48]

Key Results 2013:

- Launched a process to develop a reform strategy for the Ministry of Interior of Tunisia and helped initiate a reform of Tunisia's intelligence system.

- Helped institutionalise Community Safety Councils in the West Bank and implement locally developed community safety strategies.

- Opened a country office in Tripoli, Libya and established cooperation with the General National Congress, the Ministry of Interior, and various security stakeholders in Libya.

For detailed information about DCAF's programmes in the Middle East and North Africa, see
www.dcaf.ch/Region/Middle-East-and-North-Africa and http://dcaf-tunisie.org/

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[47] www.legislation-securite.tn
[48] www.observatoire-securite.tn

Sub-Saharan Africa
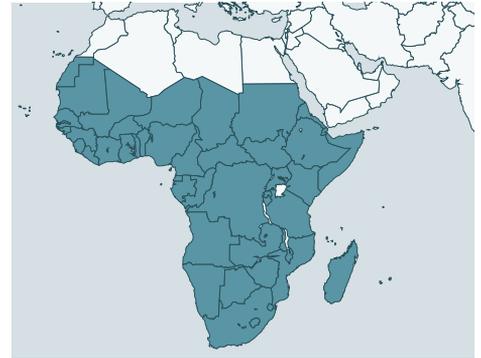
Milestones:

2000	Nigeria is among the founding members of DCAF.
2001	South Africa and Côte d'Ivoire join DCAF.
2004	DCAF and the ECOWAS Parliament sign a Memorandum of Understanding establishing a strategic partnership.
	DCAF holds a regional Foundation Council meeting in Nigeria.
2009	Burkina Faso joins DCAF.
	DCAF signs Memoranda of Understanding with the Southern Africa Defence and Security Management Network as well as with the African Security Sector Network in order to facilitate operational collaboration.
	The South African Department of Defence and DCAF sign a Joint Undertaking on Security Sector Reform and Governance.
	DCAF holds a regional Foundation Council meeting in South Africa.
2010	DCAF and ECOWAS Commission sign a Memorandum of Understanding on promoting good security sector governance in ECOWAS Member States.
	Burundi joins DCAF; the African Union attends ISSAT's Governing Board meeting as an observer.
2011	Ghana, Mali, and Senegal join DCAF; the African Development Bank attends ISSAT's Governing Board meeting as an observer.
	The ECOWAS Council of Ministers adopts the Code of Conduct for Armed Forces and Security Services of ECOWAS.
2012	DCAF launches *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians.*

The ombuds-institutions of Burkina Faso, Burundi, and Senegal participate for the first time in the 'International Conference of Ombuds-Institutions for Armed Forces'

DCAF signs a Memorandum of Understanding with the Kofi Annan International Peacekeeping Training Centre in order to facilitate operational collaboration.

2013 DCAF launches a three-year project to develop guidance on implementing ECOWAS's SSG/SSR policy frameworks in West Africa.

DCAF receives a mandate from the Malian government to support the national SSG/SSR process.

Sub-Saharan Africa remains one of the top priorities for DCAF's operational work. Since its establishment, DCAF has delivered security sector governance and security sector reform (SSG/SSR) support in 20 sub-Saharan African countries (Botswana, Burkina Faso, Burundi, Central African Republic, Côte d'Ivoire, Democratic Republic of the Congo, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Mali, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Uganda, and Zimbabwe). DCAF's activities cover the continental, regional and bilateral levels.

At the continental level during 2013, DCAF provided an expert review of the drafts of the first Operational Guidance Notes (OGNs) developed by the African Security Sector Network, on behalf of the African Union (AU). The OGNs aim at operationalising the newly adopted AU Policy on Security Sector Reform.

At the regional level, DCAF continued to further develop the strategic cooperation established with the Economic Community of West African States (ECOWAS) on democratic security sector governance (SSG) in West Africa. In April 2013, following a request from the ECOWAS Commission DCAF reviewed the conformity of the draft ECOWAS Regional Policy on Security Sector Reform and Governance to the African Union's policy framework for SSR. ECOWAS Member States are currently reviewing the Policy and are planning to finalise it in 2014. With the support of the ECOWAS Commission, DCAF launched a project aiming at developing a *Toolkit for Security Sector Reform and Governance in West Africa*. The toolkit will provide specific advice and practical recommen-

dations to national authorities, civil society organisations (CSOs), external partners, and the ECOWAS Commission on how to design, implement, monitor, support, and maintain ownership over SSR programmes, projects, and activities.

Also at a regional level, DCAF's International Security Sector Advisory Team (ISSAT) supported the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in the delivery of its second bi-annual training programme on SSR and Police Reform. Assistance was also provided to KAIPTC in the development of an African version of the online SSR training programme. The aim of the trainings was to enhance the knowledge base, skills, and technical competencies of personnel at the operational level. In 2013, DCAF also supported a training on 'Development, Justice and Security Sector Reform', organised by the African Development Bank for its personnel and partner organisations.

As in previous years, many of DCAF's regional activities on the African continent in 2013 focused on mainstreaming gender in SSG. Indeed, since 2011, DCAF has been conducting the 'Gender Capacity Building in the Global South' project which aims to reduce the dependence of security education and training institutions in the Global South on experts from donor countries by developing the capacity of local institutions, trainers, and practitioners to integrate gender-related topics in their programmes. As part of the 'Gender Capacity Building in the Global South' project, DCAF continued to provide expertise and financial support to the Southern African Defence and Security Management Network (SADSEM). In 2013, DCAF supported three workshops addressing gender mainstreaming in academic security and defence curricula, bringing together participants from Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia, and Zimbabwe. DCAF also supported KAIPTC in gender mainstreaming and reviewing its academic curricula as well as provided financial support and substantive input for an orientation workshop for lecturers of KAIPTC's post-graduate courses on gender, peace and security.

As part of DCAF's support to national police services on mainstreaming gender, the Centre organised a sub-regional seminar in Freetown, Sierra Leone on the integration of gender issues in police services, in cooperation with the Sierra Leone Police. The objective of the seminar was to create a platform for exchange

on good practices and lessons learned and to improve technical knowledge on key areas in gender and police reform among the participating police services from Côte d'Ivoire, Guinea, Liberia, Senegal, and Sierra Leone.

DCAF also supported a pilot course on 'Gender in Operations: a Comprehensive Approach', held at the International Peace Support Training Centre in Nairobi for mid-level military, police, and civilian officials from several African countries, in cooperation with the Spanish and Dutch Ministries of Defence and of Foreign Affairs and the United States Africa Command.

In parallel with its regional activities, DCAF supported a number of national initiatives in the area of SSR and SSG. A particular emphasis was placed on enhancing the oversight capacity of parliaments as well as working with security sector institutions to help them develop gender-sensitive structures, policies, and practices. Africa also remained the key focus region of ISSAT, which continued to provide support to member states and multilateral organisations in the design and implementation of various SSR programmes throughout the continent.

The table below outlines DCAF's most significant country-specific projects in sub-Saharan Africa in 2013:

Burkina Faso	• Facilitated a self-evaluation workshop with the National Assembly of Burkina Faso to initiate the building of the oversight capacity of parliamentary committees in the field of defence and security, in cooperation with the African Security Sector Network (ASSN).[49]
Burundi	• Assisted the Netherlands in supporting the Government of Burundi to review the country's SSR process, which encompassed reforms within the military, police, justice and governance areas, as well as the national security architecture and intelligence fields. It also sought to identify the current gaps, challenges, and deficits within the security and justice sector reform process.

[49] http://www.dcaf.ch/Event/Self-evaluation-workshop-on-parliamentary-oversight-of-the-security-sector-with-the-National-Assembly-of-Burkina-Faso

- Supported the planning of an audit/assessment of the Inspectorate General of Public Security in Burundi to take place in 2014. Requested by the Netherlands and conducted in collaboration with the Belgian Federal Police, the assessment will analyse the organisation and functioning of the Inspectorate General, define recommendations for improving its work, and contribute to the decision making process regarding the activities foreseen for the upcoming third phase of the Dutch sponsored Security Sector Development Programme.

	Côte d'Ivoire	- Supported the National Police of Côte d'Ivoire during the process of conducting an institutional gender self-assessment.

- Provided expert input to a project on integrating gender into the Armed Forces and Gendarmerie of Côte d'Ivoire, in a mandate by the government of Côte d'Ivoire and with support from the United Nations Operation in Côte d'Ivoire.

- Supported the facilitation of a workshop on SSR for key Ivoirian actors of the defence sector. The workshop focused on SSR, collaborative leadership, and security challenges in Côte d'Ivoire in order to foster cohesion among participants around the principles of a holistic and participatory SSR process.

	The Democratic Republic of the Congo (DRC)	- Supported the United Kingdom in an evaluation of its five-year Security Sector Accountability and Police Programme in the DRC.
	Kenya	- Supported the Swedish Police and Swedish International Development Agency to conduct a study assessing whether the necessary conditions were in place to expand the current support provided in the area of police reform. Participated in a programme design process for a three-year police reform support programme.
	Liberia	- Facilitated a capacity building workshop on defence and security for members of the Committee on National Security of the Legislature of Liberia, in a mandate by the House of Representatives and in cooperation with the ASSN.

- Provided technical expertise to a senior-level gender awareness seminar for the Liberia National Police (LNP) upon the request of the LNP Gender Unit and the UN Police Gender Advisor. The seminar convened some 30 participants from different LNP units to discuss ways of further strengthening police effectiveness through inclusiveness and gender mainstreaming.

- Provided support to the United Nations Mission in Liberia (UNMIL) and the United Nations Development Programme (UNDP) to examine existing management and accountability mechanisms within the police, prosecution and judiciary and highlight examples of emerging practice

	Mali	• Received a mandate from the Ministry of Security to support the security sector reform and governance process in Mali.

Senegal

- Supported the Ministry of the Armed Forces in the implementation of its gender strategy for the Armed Forces by assisting in the development of a gender training manual and the building of capacity of military trainers.

- Organised capacity building and awareness raising events on the National Action Plan for the implementation of UN Security Council Resolution 1325 on Women, Peace and Security as well as on gender-sensitive SSG for local authorities and civil society actors in the Saint-Louis region, in partnership with the Alliance for Migration, Leadership and Development.

Sierra Leone

- Continued support to the Sierra Leone Police's (SLP) newly established gender directorate in implementing the recommendations of the gender self-assessment.

- Supported the SLP gender unit by providing training and sponsoring a local gender adviser to the unit and further supported training provided by the gender unit for the police gender focal points throughout the country.

- Provided a second micro-grant and technical assistance to Women in the Security Sector Sierra Leone (WISS-SL) to implement the second phase of a twelve-month project promoting women's participation and advancement in all Sierra Leonean security sector institutions. The project included identifying gaps and needs for female security sector personnel, sensitising and lobbying policy makers and the public (especially students), and mentoring and coaching new female recruits in four security sector institutions.

- In partnership with the International Organization for Migration, sustained cooperation with the Sierra Leone Ministry of Social Welfare, Gender and Children's Affairs in the implementation of a twelve-month community project to engage rural communities in security governance in border regions and to promote dialogue with

local security personnel. One of the outcomes of the project is the drafting of a training manual for community women on gender and security sector governance.

Somalia

- Provided coaching and training to the UNDP staff embedded within the Research Department of the Somali Observatory of Conflict and Violence Prevention in order to support the development of conflict monitoring indicators as well as effective data collection and analysis in the areas of justice and security.

- Continued to provide support to UNDP's Civilian Policing Programme in an assessment aimed at improving the delivery of police services in Somaliland with its response to gender-related issues. Assisted in the development of a gender strategy for policing and the police's capacity to investigate and prosecute gender-based crimes.

South Africa

- Continued its support to the South African National Defence Force (SANDF)'s Peace Mission Training Centre (PMTC) by co-designing and delivering a pilot workshop on gender for instructors and by co-facilitating a two-week course on 'Gender for Instructors'. At the request of the SANDF, DCAF has been supporting the development and delivery of this course since 2012. This activity is part of DCAF's Gender Capacity Building in the Global South project and aims at equipping the PMTC–SANDF instructors with the knowledge and skills to create a non-discriminatory training environment and integrate gender into military training sessions.

South Sudan

- At the request of the Swiss government, conducted an assessment of the status of democratic control of armed forces in South Sudan with the goal of developing – if appropriate – a Swiss programme on the democratic control of armed forces.

- The objectives of the review were to identify the sources of international support being provided as well as to investigate the possible collaboration between South Sudan and Switzerland on the issue of democratic control of armed forces.

Zimbabwe

- At the request of the Zimbabwe Peace and Security Programme and UN Women, DCAF delivered training sessions during a consultation and workshop on 'Gender and Security Sector Transformation' for Zimbabwean civil society organisations.

Key Results 2013:

- Provided expert review of the ECOWAS draft regional Policy on Security Sector Reform and Governance.

- Facilitated the self-evaluation of the parliamentary committee dealing with security matters within the National Assembly of Burkina Faso and produced recommendations regarding overcoming identified barriers to effective oversight of the security sector.

- Organised a regional seminar on gender and police reform for five West African police services (from Côte d'Ivoire, Guinea, Liberia, Senegal, and Sierra Leone).

- Supported the Sierra Leone Police in its efforts to improve the institutional integration of gender ranging from a gender self-assessment to the implementation of recommendations, leading to the establishment of a new gender directorate within the Sierra Leone Police in December 2013.

- Supported the National Police of Côte d'Ivoire in conducting a gender self-assessment, including internal data collection, a survey on the perception of police by the population, and an internal workshop on the integration of gender in police activities.

For detailed information about DCAF's programmes in sub-Saharan Africa, see www.dcaf.ch/Region/Africa

Asia
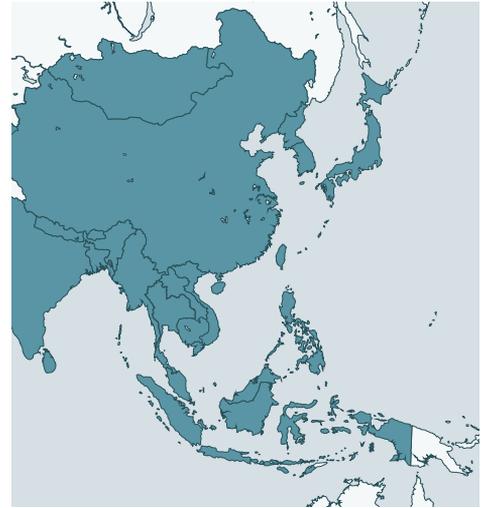
Milestones:

2006	DCAF facilitates the creation of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia.
2007	Indonesia joins DCAF.
2007-2010	DCAF conducts a comprehensive Security Sector Reform and Civil Society Capacity Building programme in Indonesia.
2008	DCAF supports the launch of the multi-stakeholder Philippines Study Group on Security Sector Reform, chaired by the International Center for Innovation, Transformation and Excellence in Governance.
	DCAF starts the joint training workshop series for security personnel in the Philippines, in cooperation with the National Defense College of the Philippines and FES Philippines.
	DCAF, in collaboration with FES Philippines, begins work with the Royal Thai Police Headquarters and the National Defence Studies Institute of the Royal Thai Armed Forces on SSG-related capacity building for the defence and law enforcement community in Thailand.
2009	First survey of and regional roundtable on security governance needs in the Pacific region with UNDP.
	Cambodia, Thailand, and the Philippines join DCAF as permanent observers.

	DCAF supports the establishment of a multi-stakeholder dialogue process on SSR in Thailand, first under the auspices of the Thai Senate's Standing Committee on Armed Forces and later under the auspices of King Prajadhipok's Institute.
2009-2011	DCAF conducts a Security Sector Oversight Capacity Building programme in Nepal.
2011	The Philippines joins DCAF as a member state.
2012	DCAF supports the launch of a multi-stakeholder dialogue process on SSR and SSG in Cambodia.
2013	DCAF begins work with Myanmar and receives a mandate from the EU to support police reform in Myanmar.
	DCAF Initiates cooperation with Monoglia's democratic institutions, civil society and security sector agencies.
2014	Mongolia applies for membership in DCAF.

DCAF's cooperation with partners in Southeast Asia has increased significantly in recent years. Indonesia has been a member of DCAF's Foundation Council since 2007 and was joined by the Philippines in 2011. Cambodia and Thailand have also participated as permanent observers since 2009. In April 2014, the east Asian country of Mongolia applied for membership in DCAF.

DCAF's Southeast Asia Programme supports good security sector governance and facilitates SSR through multi-stakeholder dialogue, policy-guided research, and capacity building initiatives. The Programme's activities focus on security-providing institutions such as the armed forces and police as well as management and oversight institutions such as the executive, parliament, judiciary, independent oversight bodies, and civil society organisations and academia. In Southeast Asia, DCAF works at both the regional and the national level with an emphasis on Cambodia, Indonesia, Myanmar, the Philippines, and Thailand.

At the regional level, DCAF's work in 2013 focused on supporting the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG).[50] The IPF-SSG aims to promote dialogue

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[50] http://ipf-ssg-sea.net

between Southeast Asian parliamentarians, with the intention of increasing civilian oversight, public accountability, and national parliamentary involvement in SSG. The Forum features dialogue, publications, and workshops that elaborate on systemic and current affairs issues related to parliamentary oversight of the security sector in Southeast Asia. DCAF provides support to the IPF-SSG in collaboration with the Friedrich Ebert Stiftung (FES), and the two facilitated together in 2013 the 11th IPF-SSG workshop in Bangkok, Thailand. Attended by over 40 members of parliament, parliamentary staffers, and representatives of government ministries, armed forces, police, think tanks, and non-government organisations (NGOs) from Cambodia, Indonesia, Malaysia, the Philippines, and Thailand, the Forum explored Southeast Asian approaches to SSR in the context of democratisation, with special emphasis on the role of parliaments. In addition, the Forum reviewed the current status and prospects of SSG/SSR initiatives in various Southeast Asian countries.

Since 2007, the IPF-SSG has led to the emergence of national multi-stakeholder dialogue processes in several member states of the Association of Southeast Asian Nations (ASEAN), including the Philippines (since 2007), Thailand (2009), and Cambodia (2012). These initiatives have taken different forms and some have already produced significant results, particularly in the Philippines, where SSR is an official policy of the Government.

At the national level in 2013, the activities of the Southeast Asia Programme concentrated on the Philippines and Thailand, while the programme was extended to cover Myanmar as well. Most notably, DCAF was mandated by the European Union (EU) to implement the police accountability component of the EU project 'Support to Reform of the Myanmar Police Force', funded under the Instrument for Stability for a period of 18 months. DCAF's contribution to this project will focus on supporting local stakeholders in their efforts to develop a future vision of the Myanmar Police Force (MPF); to review the MPF's legal framework; and to strengthen parliamentary accountability of the MPF. In December 2013, the former Head of the DCAF Police Programme took office in Yangon, Myanmar, as DCAF's lead expert for the component.

In addition to activities implemented in Southeast Asia, DCAF conducted work at the regional and national levels throughout the

broader Asian region. Cooperation was initiated with Mongolia's democratic institutions, civil society organisations and security sector agencies. The Centre also participated in the Pacific Islands Forum Secretariat (PIFS) and United Nations Development Programme (UNDP) Pacific Centre regional meeting on 'Security Sector Governance in the Pacific' to assess the need to develop overarching policies for police, customs, immigration, and defence services in Pacific Island nations, along with establishing effective oversight and accountability mechanisms. Lessons learned in the development of Papua New Guinea's national security policy – a process initiated via UNDP–PIFS–DCAF cooperation – were also shared. Asia also remained a focus region of DCAF's International Security Sector Advisory Team (ISSAT) activities, with several advisory field support and training missions taking place, notably in Indonesia and Japan.

DCAF's most important country-specific projects in Asia are outlined in the table below:

Cambodia	• Supported the Cambodian Institute for Cooperation and Peace in the translation and publication of the proceedings of a multi-stakeholder process on SSG/SSR in Cambodia, launched in 2012, and the conceptualisation of a Cambodian Study Group on SSG/SSR, established in March 2014.
Indonesia	• Supported the launch of the *2014 Almanac on Human Rights and the Indonesian Security Sector*, in cooperation with the Institute for Defence, Peace and Security Studies.
	• Supported the Netherlands in identifying areas of future programming in support of reforms within the legal sector in Indonesia, as a follow-up to the 2012 evaluation of the bilateral cooperation programmes between Indonesia and the Netherlands
Japan	• Supported a series of outreach and advocacy activities with the Japanese government and non-governmental organisations with the aim of increasing awareness and understanding of SSR among different stakeholders.
Mongolia	• Established a substantial cooperation framework with the State Great Khural (Parliament) of Mongolia, culminating in an activity week of trainings and hearings, including:

- Roundtables on 'Security and Justice Reform' and the 'Roles and Responsibilities of Parliamentary Committees in Security Sector Oversight and Security Sector Governance' for parliamentarians and parliamentary staff;

- A roundtable with the General Intelligence Agency on 'Legislative Oversight of Intelligence Services'; and

- A roundtable for CSOs on the 'Role of Civil Society Organisations in Security Sector Governance'.

- Facilitated a study visit by members of the Working Group on Security Sector Reform and justice and security sector institutions to Switzerland, focused on security governance programming and the roles and responsibilities of security sector actors, particularly in terms of oversight of the law enforcement and intelligence sectors.

- In 2014, Mongolia applied for membership in the DCAF Foundation Council.

Myanmar

- Upon the invitation of the Center for Humanitarian Dialogue, provided two resource persons for an 'Experience Sharing Workshop for Myanmar Military and Police to Support Conflict Management', hosted by the Ministry of Immigration and Population and held in Naypyitaw. The event comprised two workshops with 60 participants each, one for high-ranking military officers and the second for high-ranking police officers.

- Upon request from U Aung Min, Minister in the Office of the President in charge of peace negotiations, supported the work of the Myanmar Peace Center on issues related to SSR, including the drafting of a background paper on challenges of SSR in the context of democratisation.

- In a mandate by the European Union through the International Management Group, began to implement the component on police accountability of the EU Instrument for Stability project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management'. DCAF is working with local stakeholders in three areas: formulating an updated police vision; updating the legal framework, doctrines, and manuals of the police; and developing methods to render the police more accountable to the Parliament. The project, and DCAF's deployment of a component leader to Yangon, will run for a period of 18 months.

- Contributed to a three-week Geneva Centre for Security Policy (GCSP)–DCAF training course for 24 young professionals from civil society organisations, political parties, parliament, and government ministries in Myanmar on 'International Relations, Democratisation and Human Security'. Based on the positive feedback provided by participants, the Swiss Federal Department of Foreign Affairs, the Swiss Embassy in Myanmar, the GCSP, and DCAF co-organised a second course in March–April 2014.

Philippines

- In cooperation with the Office of the Presidential Advisor on the Peace Process (OPAPP) and the Friedrich Ebert Stiftung (FES), co-organised an introductory workshop on 'Disarmament, Demobilisation and Reintegration (DDR) and Security Sector Reform (SSR)' for 40 representatives from nine National Government Agencies of the Philippines. This was the first in a series of workshops on DDR as part of a larger OPAPP programme to improve the capacity of the government of the Philippines on the language, technology, and orientation that are necessary for successful DDR.

- Co-organised an introductory workshop on 'Security Sector Reform and Peace Processes', the third in a series of SSR-related workshops organised in cooperation with the National Defence College of the Philippines, the OPAPP, the National Security Council, and FES. The workshop addressed options and experiences of linking SSR to peace processes and was attended by 50 representatives from various security sector institutions.

- Participated in a conference on 'Human rights – Dialogue between state and civil society in the Philippines', hosted by the Hanns Seidel Foundation in Brussels, and engaged in an exchange of experiences in linking security sector governance with human rights protection in the context of the Philippines.

Thailand

- Signed a Memorandum of Understanding with the National Broadcasting and Telecommunications Commission (NBTC) of Thailand on the 'Cooperation in Capacity Building in the Area of Media and Security Sector Governance', opening the way for joint projects on empowering the media in security sector governance in Thailand.

- Designed and delivered six introductory and capacity-building workshops on SSG/SSR for community radio broadcasters from the Southern Border Provinces of Thailand, in collaboration with the NBTC. The workshops addressed the role of the media in covering

SSG/SSR issues as well as challenges related to the governance and reform of the Thai security sector in the context of the ongoing peace process.

- Launched the Thai version of the Inter-Parliamentary Union–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices*. The Handbook was translated and annotated by senior academic staff of Chulalongkorn University in Bangkok and will be used in future SSG/SSR capacity building activities in Thailand.

- Under the auspices of the King Prajadhipoh Institute, facilitated in conjunction with FES the fourth meeting of the Thai Forum on Security Sector Governance, a multi-stakeholder dialogue process that aims at discussing and developing a Thai model of SSG and related reforms on the basis of national and international experiences. The forum was attended by 30 representatives from government ministries, parliament, the armed forces, police, human rights commission, and civil society.

- Co-organised an introductory workshop on 'Security Sector Governance and Reform: Sharing Experiences from the Southeast Asian Region' for 60 high- and middle-ranking officers of the Royal Thai Armed Forces, in cooperation with the National Strategy Development Centre of Thailand, the German Southeast Asian Centre of Excellence for Public Policy and Good Governance, and FES Thailand. Participants discussed the state of SSR and SSG in Thailand in comparison to the experiences of Cambodia, Indonesia, and the Philippines, drawing on case study presentations made by experts from these countries.

- Contributed to a seminar on 'Addressing SSR During Peace Processes: Difficulties and Opportunities of Implementation', held with the Chulalongkorn University. Participants included faculty members and graduate students from Japan, and Myanmar, and Thailand, as well as the president of a women's NGO active in the Southern Border Provinces in Thailand.

- Participated in a seminar on 'Good Police Governance' for 150 students of the Royal Police Cadet Academy of Thailand, which focused on the challenges and opportunities for police reform with the goal of establishing good police governance.

Key Results 2013:

- Worked, upon a mandate from the EU, with the Myanmar Police Force, the Myanmar Parliament, and other stakeholders on the enhancement of police accountability in the areas of police vision, the legal framework relating to the security sector, and parliamentary oversight.

- Provided conceptual support to the Myanmar Peace Center on issues related to SSR at the request of the Minister of the Office of the President in charge of peace negotiations.

- Designed and delivered six capacity building training workshops on SSG/SSR for community radio broadcasters from the Southern Border Provinces of Thailand, in collaboration with the National Broadcasting and Telecommunications Commission of Thailand.

- Launched the Thai version of the Inter-Parliamentary Union–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices.*

- Co-designed and co-organised two introductory workshops for government and security officials in the Philippines on 'Disarmament, Demobilisation and Reintegration (DDR) and Security Sector Reform (SSR)' and on 'Security Sector Reform and Peace Processes'.

- Established a substantial cooperation framework with the Parliament of Mongolia and the country's security sector institutions.

For detailed information about DCAF's programmes in Southeast Asia, see www.dcaf.ch/Region/Asia

Latin America and the Caribbean

DCAF has been conducting projects in Latin America and the Caribbean (LAC) since 2002. Two countries from the region are represented on DCAF's Foundation Council, being Argentina, as a member of the Council, and Chile, which has permanent observer status.

In 2013, DCAF's International Security Sector Advisory Team (ISSAT) continued its engagement in the LAC region and completed

its study on *EU support to Justice and Security Sector Reform in Latin America and Caribbean*. The study provided recommendations to the European Commission for their engagement in the areas of security and justice sector reform in the region under the next financial framework (from 2014–2020). The assessment was carried out through a desk study of 34 LAC countries covered by European Union (EU) assistance, followed by field missions to 11 countries.

Since 2013, DCAF's ISSAT has also been providing support to the Swiss Agency for Development and Cooperation (SDC) office in Honduras for the new Swiss Cooperation Strategy for Central America 2013–2017. This support is being provided in the form of assistance in the areas of security sector reform (SSR), conflict analysis, and conflict sensitivity.

At a bilateral level in 2013, DCAF completed projects in Ecuador, Guatemala, and Mexico, as outlined in the table below:

Ecuador	• Participated in the 128th General Assembly of the Inter-Parliamentary Union (IPU) held in Quito. DCAF publications (especially in Spanish and Portuguese) were made available, and individual parliamentary delegations were briefed on DCAF activities.
Guatemala	• Participated in a Friedrich Ebert Stiftung conference on regional security, in this instance leading to the Antigua Declaration on 'Furthering regional integration to establish and strengthen regional mechanisms needed to generate measures of trust and support the peaceful settlement of conflicts.'
	• At the request of the Dutch Ministry of Foreign Affairs, supported the Institute for Sustainable Development, Guatemala, in the delivery of an introductory training on SSR for security and justice sector professionals.
	• Supported the Organisation for Economic Co-operation and Development International Network on Conflict and Fragility Secretariat to review the EU's 'Programa de Apoyo a la Reforma de la Justicia' programme and USAID's 'Programme Against Violence and Impunity' to look at concrete options to improve security and justice programming. The key task was to identify and examine the existing elements of these programmes in Guatemala and to review under which conditions they could be replicated elsewhere.

🇲🇽 **Mexico**	• The proceedings of the DCAF-chaired March 2012 'Parliamentary Security Sector Governance' conference on regional oversight practices organised by the Mexican Senate were published in 2013 as *Controles Democráticos del Sistema de Seguridad en el Ámbito Legislativo*.[51]

Key Results 2013:

- Continued the implementation of a mandate to support the SDC office in Honduras in the implementation of the new Swiss Cooperation Strategy for Central America 2013–2017.

- Continued cooperation with Latin American parliamentarians, national stakeholders, and NGOs on national and regional security issues.

- Contributed to the European Commission's process to develop its next programming support (2014 – 2020) in Latin America and the Caribbean by providing a study on 'EU Support to Justice and Security Sector Reform in Latin America and the Caribbean' for the European Commission.

For detailed information about DCAF's programmes in Latin America and the Caribbean, see
www.dcaf.ch/Region/Latin-America-and-the-Caribbean

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[51] http://www.dcaf.ch/Publications/Controles-Democraticos-del-Sistema-de-Seguridad-en-el-Ambito-Legislativo

Global Issues in 2013

Parliamentary Assistance

Milestones:

2001	DCAF begins cooperation with the IPU and NATO Parliamentary Assembly on strengthening the role of parliaments in the oversight of the security sector.
2003	DCAF and IPU produce *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians* – a seminal tool for parliamentarians working on defence and security issues. The Handbook has by now been published in 38 languages, with over 100,000 copies distributed to parliaments worldwide.
2004	DCAF launches Parliamentary Staff Advisers Programme in Southeast Europe.
2005	DCAF and the Parliament of Norway publish *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies.*
2006	DCAF facilitates the establishment of The Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia.
2007	DCAF completes the study on *Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Levels* for the European Parliament.
2011	DCAF and ECOWAS Parliament release *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians.* DCAF completes a study on *Parliamentary Oversight of Security and Intelligence Agencies in the European Union* for the European Parliament.
2012	DCAF launches the regional Framework Project on Fostering Parliamentary Oversight of the Security Sector in the Western Balkans. DCAF publishes a toolkit on *Overseeing Intelligence Services.*
2013	DCAF begins a multi-year cooperation framework with the Parliament of Mongolia and the Armenian National Assembly. DCAF and the European Parliament publish *Parliamentary Oversight of the Security Sector.*

Parliaments play a fundamental role in ensuring that security institutions are transparent and accountable to the wider population. As part of its mission to strengthen parliamentary democracy, DCAF conducts a variety of activities to develop the capacity of parliaments to play an effective role in the oversight and governance of the security sector. DCAF's parliamentary programmes are undertaken with the intention of informing, advising, and cooperating on aspects of the security sector with national and regional parliaments, inter-parliamentary assemblies, and executive bodies. They cover a range of security sector governance (SSG) issues and, in particular, offer capacity-building services, which include the following three dimensions:

- Developing skills and knowledge products that parliaments and parliamentarians can refer to when performing their oversight roles, such as handbooks, working papers, training materials, and studies.

- Organisational development involving elaboration of processes and procedures within the internal structures of parliaments.

- Developing institutional and legal frameworks to make legal and regulatory changes to enable organisations, institutions, and agencies to enhance their capacities.

Knowledge products and publications

For over a decade, DCAF has produced several reference publications in the area of parliamentary assistance:

- The DCAF–Inter-Parliamentary Union *Handbook on Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices,* 2003 (available in 38 languages);
- *Making Intelligence Accountable: Legal Standards and Best Practices for Oversight of Intelligence Agencies,* 2005 (available in 15 languages);
- *Parliamentary Oversight of the Security Sector and Gender,* 2008;
- *Oversight and Guidance: The Relevance of Parliamentary Oversight of the Security Sector,* 2010;
- *Parliamentary Oversight of Security and Intelligence Agencies in the European Union,* 2011;
- DCAF–Economic Community of West African States *Parliamentary Oversight of the Security Sector: Guide for West African Parliamentarians,* 2011;
- *Overseeing Intelligence Services: A Toolkit,* 2012;

- *Training toolkit for parliamentary staffers*, 2012; and
- *Parliamentary Oversight of the Security Sector*, 2013.

Throughout 2013, DCAF participated in a range of parliamentary assistance activities with numerous multilateral parliamentary bodies. These are listed in the table below:

Requested by	Activity
European Parliament (EP)	• Completed *Parliamentary Oversight of the Security Sector*, developed in a mandate by the EP Office for the Promotion of Parliamentary Democracy.[52] The aim of the publication is to underline the importance of the role of parliaments in security sector governance within states transitioning to democracy. • Provided commentary on a draft report by the EP Foreign Affairs Committee on *Corruption in the Public and Private Sectors: the Impact on Human Rights in Third Countries*.[53] In addition, DCAF advised the EP Committee on Civil Liberties, Justice and Home Affairs on the draft EUROPOL regulation that entered into force in 2013.
Organization for Security and Co-operation in Europe (OSCE) Parliamentary Assembly	• DCAF will support the planning of a regular meeting of the OSCE Parliamentary Assembly in Geneva in October 2014, as part of DCAF's contribution to the 2014 Swiss Chairmanship-in-Office of the OSCE.
NATO Parliamentary Assembly (NATO PA)	• On a Swiss government mandate, DCAF supports and participates in the regular NATO PA Rose-Roth seminars,[54] which: in 2013, were held in Morocco on 'Political Changes In North Africa', where DCAF presented on 'Supporting Democratic Oversight of the Security Sector: Transition States'; in Tblisi, Georgia on 'South Caucasus: Geopolitics, Euro-Atlantic Integration And Domestic Challenges'; and in Bishkek, Kyrgyzstan on 'Afghanistan and the Future of the Region: Global Co-operation'.

[52] http://www.europarl.europa.eu/pdf/oppd/Page_1/Oversight-web.pdf

[53] http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP/ NONSGML+REPORT+A7-2013-0250+0+DOC+PDF +V0//EN

[54] http://www.nato-pa.int/Default.asp?SHORTCUT=2730

Requested by	Activity
	• Participated in the NATO PA Annual Session in Dubrovnik, Croatia and presented the paper *Involvement of Parliaments in Advancing the 'Women, Peace and Security' Agenda in NATO Member Countries*[55] to the NATO PA Committee on the Civil Dimension of Security.
	• Sustained cooperation with the NATO PA 'Orientation Programme' for newly elected members of parliament, a programme formerly known as the 'New Parliamentarians Programme' and a long-term cooperation platform with NATO PA. DCAF contributed to two capacity-building seminars for the parliaments of Georgia and Armenia.
	• Contributed to the annual NATO PA–European Parliament conference on 'Security post-2014: What Role for the EU and NATO?'.
	• Supported the Arabic and French translations of the NATO PA–DCAF Handbook on *Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector*[56]
Inter-Parliamentary Union (IPU)	• Participated in the 128th and 129th sessions of the IPU General Assembly held in Quito, Ecuador and Geneva, Switzerland, respectively.
	• Published the Thai language version of the IPU–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* and re-printed the Tajik language version.[57]
Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG)	• Co-hosted the eleventh workshop of the IPF-SSG for over 40 members of parliament, parliamentary staffers, representatives of government ministries, security forces, think tanks, and non-government organisations from Cambodia, Indonesia, Malaysia, the Philippines, and Thailand. The workshop explored Southeast Asian approaches to SSR in

[55] http://www.dcaf.ch/Publications/Involvement-of-Parliaments-in-Advancing-the-Women-Peace-and-Security-Agenda-in-NATO-Member-Countries

[56] http://www.dcaf.ch/Publications/Oversight-and-Guidance-The-Relevance-of-Parliamentary-Oversight-for-the-Security-Sector

[57] http://www.dcaf.ch/Publications/Parliamentary-Oversight-of-the-Security-Sector

Requested by	Activity
	the context of democratisation, with special emphasis on the role of parliaments. In addition, the Forum reviewed the current status and prospects of SSG/SSR initiatives in various Southeast Asian countries. Over the past six years, the IPF-SSG has led to the creation of national multi-stakeholder dialogue processes – assisted and supported by DCAF – in a number of member states of the Association of Southeast Asian Nations, including the Philippines (since 2007), Thailand (2009), and Cambodia (2012).

DCAF also participated in various parliamentary assistance activities in nearly all the regions in which the Centre works. These activities were conducted both at the national level, addressing specific national priorities, as well as at the regional level, fostering cooperation and sharing experiences and good practices among parliaments:

- In Southeast Europe, a total of fifteen capacity building events were held in 2013 with parliamentary committees holding competency over the security sector in Albania, Bosnia and Herzegovina, Kosovo‡, Macedonia*, Montenegro, and Serbia.

- In the Newly Independent States region, DCAF supported parliamentary hearings on SSG/SSR issues and training seminars for parliamentarians in Armenia, Azerbaijan, Georgia, Kyrgyzstan, and Ukraine.

- In the Middle East and North Africa, DCAF fostered dialogue with the Iraqi Council of Representatives, Libyan General National Congress, Palestinian Legislative Council, and the Constituent Assembly of Tunisia.

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‡ The Kosovo Assembly declared the territory's independence on 17 February 2008. While 36 member states of the DCAF Foundation recognized the independence of Kosovo as of the date of publication of this report, 24 member states did not do so and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

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

- In sub-Saharan Africa, DCAF continued activities in support of the National Assembly of Burkina Faso and the Legislature of Liberia.

- In Asia, DCAF established a comprehensive cooperation framework with the Parliament of Mongolia and pursued cooperation with the parliaments of Cambodia, Indonesia, Malaysia, the Philippines, and Thailand in the framework of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia.

- In Latin America, cooperation continues with the Senate of Uruguay and the Mexican Senate.

Key Results 2013:

- Supported national parliamentary capacity building and professional exchanges in Albania, Armenia, Bosnia and Herzegovina, Burkina Faso, Georgia, Kosovo, Kyrgyzstan, Liberia, Macedonia, Mongolia, Montenegro, Serbia, Thailand, and Ukraine.

- Reinforced the role of parliaments in security sector governance at the regional level through continued support for the European Parliament, IPU, NATO Parliamentary Assembly, and the Inter-parliamentary Forum on Security Sector Governance in Southeast Asia.

- Published *Parliamentary Oversight of the Security Sector* with the European Parliament's Office for Promotion of Parliamentary Democracy as well as a report on *Involvement of Parliaments in Advancing the 'Women, Peace and Security' Agenda in NATO Member Countries.*

For detailed information about DCAF's Parliamentary Assistance Programme, see
www.dcaf.ch/Programmes/Parliamentary-Oversight

Private Security Governance

Milestones:

2006	DCAF publishes the Yearly Book on *Private Actors and Security Governance.*
2008	DCAF supports the Swiss Government and the International Committee of the Red Cross (ICRC) in developing *The Montreux Document on Pertinent International Legal Obligations and Good Practices for States related to Operations of Private Military and Security Companies during Armed Conflict* (Montreux Document). 17 states endorse the document.
2010	The International Code of Conduct for Private Security Service Providers (ICoC) is signed by 58 private security companies from 15 countries. DCAF supports this complementary process as part of the 'Swiss Initiative' on private security regulation.
2011-2013	DCAF provides ongoing support to the Swiss government and the ICRC by organising regional workshops to raise awareness of the Montreux Document. Events to date have taken place in Latin America, Northeast Asia, Oceania, and Southeast Asia.
	DCAF supports the ICoC Temporary Steering Committee to develop an Oversight Mechanism for the ICoC.
2013	DCAF establishes the Operations IV Division to provide a single institutional centre of gravity for DCAF's work promoting public-private partnerships in the security governance field. Private security governance is a major focus of the division's work.
	DCAF, in partnership with the Swiss Federal Department of Foreign Affairs and the ICRC, co-organises the Montreux +5 Conference. As the Montreux Document reaches its fifth anniversary, 49 states and three international organisations have endorsed the document.
	Over 700 private security companies from 72 states have signed the ICoC. DCAF organises a multi-stakeholder conference in Montreux, which agrees upon Articles of Association establishing a governance and oversight structure for the ICoC – The ICoC Association.

In 2013, DCAF continued to actively support international initiatives in the field of private security regulation. This includes support for efforts under the 'Swiss Initiative' to promote respect for international law by the global private security industry by clarifying international standards and improving oversight and accountability. The two principal mechanisms through which DCAF provides this support are:

- The International Code of Conduct for Private Security Service Providers (ICoC) as well as

- The Montreux Document on Pertinent International Legal Obligations and Good Practices for States Related to Operations of Private Military and Security Companies during Armed Conflict (The Montreux Document).

International Code of Conduct for Private Security Service Providers
In February 2013, agreement was reached between industry, civil society, and government stakeholders upon Articles of Association for an oversight mechanism for the ICoC. The Articles outline the governance and oversight structure of a Geneva-based association that will certify and monitor private security service providers' implementation of and compliance with the standards and principles of the ICoC. It will also review complaints relating to possible violations. DCAF, as strategic implementing partner for the initiative, is supporting the establishment and operationalisation of the ICoC Association (ICoCA).

In September 2013, an important milestone was reached with the official launch of the ICoCA during a high-level opening conference in Geneva. A total of 135 private security companies (PSCs), 13 civil society organisations (CSOs), and five governments constituted the founding membership of the Association. The launch of the ICoCA was followed by the Association's first General Assembly, which endorsed a Board of twelve elected members representing equally government, industry, and civil society.

As part of its work to support the ICoC initiative in 2013, DCAF organised three outreach events (in Geneva; London; and Washington, DC) and provided input to three expert meetings (in The Hague, London, and Montreux). Additionally, DCAF actively maintained the ICoC website[58] as a portal for news and information,

and with the launch of the Association a new ICoCA website was set up.[59]

The Montreux Document

In 2013, DCAF continued its support for the Swiss Federal Department of Foreign Affairs and the International Committee of the Red Cross (ICRC) in raising states' awareness of their obligations towards private military and security companies (PMSCs) as articulated in the Montreux Document. To further broaden the appeal of the Montreux Document, DCAF – in partnership with the government of the Philippines, the Swiss Federal Department of Foreign Affairs, and the ICRC – organised a regional seminar in Manila, the Philippines in July 2013. This event was attended by over 50 participants from eight Southeast Asian states and ASEAN as well as CSOs and representatives of the local private security industry. The seminar focused on gaining regional perspectives of Southeast Asian states' experiences with PMSCs, through discussions on the challenges and opportunities for implementing good practices and improving oversight regimes.

In December 2013, DCAF co-organised the Montreux +5 Conference, in partnership with the Swiss Federal Department of Foreign Affairs and the ICRC. This major international event marking the fifth anniversary of the signing of the Document focused on implementation challenges, outreach, and the possibility of institutionalising a regular dialogue to coordinate states' efforts on the regulation of PMSCs. Discussions were framed by a major research study conducted by DCAF and in partnership with the University of Denver entitled *Progress and Opportunities Five Years on: Challenges and Recommendations for Montreux Document Endorsing States*[60], which examines the national regulations of endorsing states, assesses progress, and identifies key gaps where the Montreux Document's good practices could be better implemented.

As part of DCAF's wider mandate to support private security regulation, DCAF continued to provide advisory services to the United Nations Working Group on the Use of Mercenaries (UNWG) as well

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[58] www.icoc-psp.org

[59] www.icoca.ch

[60] http://www.dcaf.ch/Publications/Progress-and-Opportunities-Five-Years-On-Challenges-and-Recommendations-for-Montreux-Document-Endorsing-States

as the open-ended Intergovernmental Working Group (IGWG). These initiatives seek to elaborate an international framework on the regulation, monitoring, and oversight of the impact of the activities of PMSCs on human rights. As complementary initiatives, the Montreux Document, ICoC, and the UN Working Groups support the common goal of ensuring an effective regulatory framework for the global private security industry.

At the national level, DCAF continued to support effective regulation of PMSCs. In particular, DCAF worked with the Croatia-based Centre for Security Cooperation (RACVIAC) to organise in April 2013 a regional workshop on PMSCs and the national security sector in Southeast Europe.

Switzerland's international leadership on private security regulation is also reflected at the national level. In 2013, the parliament of Switzerland passed a new national law regulating Private Security Services Provided Abroad from Switzerland. To support implementation of the new law, DCAF was mandated by the Swiss Federal Department of Foreign Affairs to conduct a market analysis of private security services provided abroad from Switzerland.

Key Results 2013:

- Over 700 private military and security companies from 72 countries have now signed the International Code of Conduct for Private Security Service Providers (ICoC).

- Articles of Association were agreed upon, providing the governance structure to oversee the implementation of the ICoC, including an innovative monitoring function for private security companies.

- The ICoC Association was legally established in Switzerland. Following the adoption of its statutes and its first General Assembly an inaugural Board was formed. 135 private security companies, 13 civil society organisations, and five governments from all regions of the world joined the ICoCA as founding members, demonstrating global support for the initiative.

- The United Nations as well as the governments of Australia, the United Kingdom, and the United States have required or will require ICoCA membership as a pre-condition for contracting with private security companies, demonstrating

a commitment to the ICoC as a means to raise standards across the industry. Switzerland will require ICoCA membership of private security companies operating abroad from their territory.

- Forty-nine states and three international organisations have endorsed the Montreux Document. The Montreux +5 Conference provided a clear direction on how to support effective implementation of the Montreux Document in the years to come, with a strong emphasis on the need to support implementation of the good practices contained in the Montreux Document.

For detailed information about DCAF's private security governance programme, see
http://www.dcaf.ch/Programmes/Private-Security-Governance

Business and Security Sector Reform

2012   DCAF joins the Voluntary Principles on Security and Human Rights (VPs) as an official observer organisation and establishes a partnership with the International Committee of the Red Cross (ICRC) to promote SSR-related good practices within the framework of the VPs.

2013   DCAF establishes the Operations IV Division to provide a single institutional centre of gravity for DCAF's work promoting public-private partnerships in the security governance field. Business and SSR is a major focus of the division's work.

As a contribution to the Swiss chairmanship of the VPs, DCAF and the ICRC initiate a joint project to develop guidance for VPs member companies working with public and private security forces in complex environments.

2014   At the 2014 VPs Plenary meeting in Montreux, Switzerland, DCAF and the ICRC present new tools on *Engaging with Host States* and *Public Security Forces.* DCAF and the ICRC also present a new knowledge hub intended to facilitate the sharing of resources, guidance, and tools.

DCAF supports holistic approaches to addressing complex security governance challenges. This reflects the reality that reforms will only be effective and sustainable if all relevant actors with a stake in the security of the state and its citizens are engaged. DCAF is thus committed to developing and supporting multi-stakeholder initiatives and/or public-private partnerships that bring together the private sector, states, international organisations, and civil society organisations (CSOs) to realise their shared goals and to promote security, development, and the protection of human rights.

DCAF's work in the field of business and security sector reform (SSR) focuses on the Voluntary Principles on Security and Human Rights (VPs). This multi-stakeholder initiative, comprising govern-

ment, industry, and civil society pillars supports extractive sector companies to maintain the safety and security of their operations within a framework that ensures respect for human rights and fundamental freedoms. In 2012, DCAF joined the VPs Initiative as an official observer. Subsequently, the Centre developed a partnership with the International Committee of the Red Cross (ICRC), also an observer organisation, to develop and promote applicable good practices through the VPs. With the support of the Swiss Federal Department of Foreign Affairs, a joint project was initiated to develop guidance for VPs member companies working with public and private security forces in complex environments.

In 2013, DCAF and the ICRC conducted an in-depth needs analysis with VPs stakeholders in order to identify challenges linked to implementation of the VPs as well as gaps in available guidance and tools. As a next step, field research was undertaken in Colombia, the Democratic Republic of the Congo, and Peru. Based on this work, DCAF and the ICRC are developing a toolkit of SSR-related good practices to support engagement between host states, public security forces, and companies. The toolkit will highlight common challenges surrounding public security arrangements that extractive companies face in different contexts. Recommendations will be provided on how to address these challenges informed by SSR good practice. Practical tools such as checklists, templates, and good practice examples will be included.

The toolkit will be complemented by a knowledge hub which will facilitate access to relevant resources, guidance, tools, and case studies on engagement with public and private security for both headquarters and on site personnel. It will also include a list of organisations working on related topics to facilitate coordination and knowledge sharing. This hub will take the form of a web platform made freely available to stakeholders within the VPs and beyond.[61]

The products developed by DCAF and the ICRC offer implementation-oriented guidance to address challenges on the ground. They are also intended to build bridges across different stakeholder groups through demonstrating that good practices and collaborative working methods can add value for public and private actors in both

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[61] The Knowledge Hub can be accessed at www.securityhumanrightshub.org

the SSR, business, and human rights communities. For this reason they represent the first elements of a long-term commitment by DCAF to fostering smart public-private partnerships in the security governance field.

Key Results 2013:

- DCAF and the ICRC conduct a needs analysis with VPs member companies, governments, and civil society organisations.

- In contribution to the Swiss chairmanship of the VPs, DCAF and the ICRC initiate a joint project to develop practical guidance for VPs member companies working with public and private security forces in complex environments.

Cyber Security, Digital Policy and Internet Governance

Milestones:

2010	DCAF publishes *Trends and Challenges in International Security: An Inventory*, which identifies cyber security as a key aspect of modern security sector governance.
2010-2012	DCAF releases a series of studies on the challenges of cyber security and its linkages with SSR and SSG, entitled: *Democratic Governance Challenges and Cyber Security*"; *Cyber Security: The Road Ahead*; and *On Cyberwarfare*.
2013	DCAF establishes the Operations IV Division to provide a single institutional centre of gravity for DCAF's work promoting public-private partnerships in the security governance field. Cyber security governance is an important focus of the division's work.
	DCAF completes a study for the Swiss Federal Department of Foreign Affairs, which outlines the most pressing issues in the cyber domain and presents digital policy options for Switzerland.
	The Swiss government establishes a task force to shape a political vision for the *Maison de la Paix* complex, including the option to create a cyber platform 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 potential digital policy initiatives. The Geneva Internet Platform is launched in October 2013.
2014	DCAF's Operations Division IV, the Geneva Internet Platform, and several other partners active in the area of cyber security are housed in new premises near the *Maison de la Paix*.
	DCAF and DiploFoundation prepare the multi-stakeholder conference of the Geneva Internet Platform to be held in September 2014 under the title 'Internet Governance at a Crossroads'.

DCAF was among the first institutions to devote considerable research capacity to linkages between cyber security and security sector governance / security sector reform (SSG/SSR). In the framework of the 'Horizon 2015' project, launched on the occasion of DCAF's tenth anniversary in 2010, the Centre identified challenges and topics that would dominate the SSG/SSR agenda by 2015. Cyber security featured prominently among them. Between 2010 and 2012, DCAF completed four studies on cyber security and cyber governance, echoing the Centre's conviction that the digital domain, the threats that it poses, and the opportunities that it brings would be recognised – by the middle of the decade – as one of the most pressing international issues. These predictions have proven accurate.

One of the key preconditions for defining in which direction the internet will develop in the future is the need for common rules of the game. Governments, the internet industry, and civil society are all facing the questions of what role to play, which freedoms to give, and which responsibilities to assume in this context. These questions became even more relevant when the highly controversial whistle blowing activities of Julian Assange and Edward Snowden came to international attention. They pose a multitude of additional questions directly related to SSG/SSR: How to assure political and parliamentary control in the cyber sphere? How to ensure a balance between national security and freedom of information? How to reach an international consensus on matters that are marked by fundamental disputes about the right of interference by the state? And finally, how to ensure meaningful governance of a domain where attempts to impose regulation quickly become outdated due to constant technological development?

DCAF's 'Horizon 2015' project provided detailed analysis and mapping of cyber security related issues, differentiating between cyber war (i.e., the use of cyber tools as weapons in conflicts between states), cyber criminality and vandalism (i.e., the criminal use of cyber vulnerabilities by individuals and/or criminal or terrorist organisations), and cyber governance (i.e., the definition of the "rules of the game"). DCAF understands its role as that of an institution that addresses the problems posed by the third category, governance.

Following the model of the Montreux Process, which proved extremely successful in addressing the complex issue of private security regulation, DCAF advocates a soft law approach to the multiple problems posed by internet governance.[62] This idea took shape with the Swiss government's decision to set up the Geneva Internet Platform (GIP) as a framework for cooperation among all of Switzerland's centres of excellence in digital policy and cyber security as well as a tool for fostering international cooperation and debate on digital policy initiatives. The GIP was launched in October 2013. It is closely linked with the *Maison de la Paix* project, that will soon bring together under one roof the Graduate Institute of International and Development Studies, DCAF, the Geneva Centre for Security Policy, the Geneva International Centre for Humanitarian Demining, as well as some twenty partner organisations. The *Maison de la Paix* will thus create an unprecedented and unique concentration of expertise in all matters related to good governance, security, cyber security, disarmament, sustainable development, and conflict resolution.

In 2013, acting under a mandate from the Swiss Federal Department of Foreign Affairs, DCAF provided the necessary infrastructure for the GIP's successful development. Together with the Geneva-based DiploFoundation and other partners, DCAF will be one of the main organisers and contributors to an inaugural multi-stakeholder conference of the GIP, to be held in September 2014 under the title 'Internet Governance at a Crossroads'.

Key Results 2013:

- Contributed to the creation of and provided the necessary infrastructure for the development of the Geneva Internet Platform – a multi-stakeholder forum designed to strengthen cooperation and encourage policy debate on key digital policy issues.

- Supported the Swiss government's initiative to mark the creation of the Geneva Internet Platform with a high-level international launch event to be held in September 2014. Thus, DCAF contributed to giving additional weight to International Geneva in digital policy matters.

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[62] For further information, see Section III *Global Issues in 2013 / Private Security Governance.*

Ombuds-Institutions for the Armed Forces

Milestones:

2007	DCAF and UNDP release *Monitoring and Investigating the Security Sector: Recommendations for Ombudsman Institutions to Promote and Protect Human Rights for Public Security.*
2008	DCAF and OSCE ODIHR release *The Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel.*
2009	The first International Conference of Ombuds-Institutions for Armed Forces (ICOAF) takes place in the German *Bundestag* in Berlin, co-hosted by the German Parliamentary Commissioner for the Armed Forces and DCAF.
2010	The second International Conference of Ombuds-Institutions for Armed Forces takes place in the Austrian Parliament in Vienna, co-hosted by the Austrian Parliamentary Commission for the Armed Forces and DCAF.
	The third International Conference of Ombuds-Institutions for Armed Forces takes place in the Palace of the People in Belgrade, co-hosted by the Serbian National Ombudsman and DCAF.
2011	The fourth International Conference of Ombuds-Institutions for Armed Forces takes place in Ottawa, co-hosted by the Ombudsman for the Department of National Defence and Canadian Forces and DCAF.
2012	DCAF publishes *Ombuds Institutions for the Armed Forces: A Handbook.*
	The fifth International Conference of Ombuds-Institutions for Armed Forces takes place in Oslo, co-hosted by the Norwegian Parliamentary Ombudsman for the Armed Forces and DCAF.
2013	To date, representatives of 44 countries have participated in ICOAF conferences as well representatives of the EU, EUROMIL, NATO, OSCE, and UN.

Since 2009, DCAF has been supporting the International Conference of Ombuds-Institutions for Armed Forces (ICOAF). This informal association brings together representatives of ombuds-institutions from countries around the globe with the purpose of exchanging experiences, best practices, and lessons learnt related to the mandate, powers, and functioning of ombuds-institutions with jurisdiction over the armed forces.

To date, representatives of ombuds-institutions from the following 44 countries have participated in the ICOAF initiative: Albania, Argentina, Armenia, Australia, Austria, Belgium, Bosnia and Herzegovina, Burkina Faso, Burundi, Canada, Côte d'Ivoire, the Czech Republic, Estonia, Finland, France, Georgia, Germany, Honduras, Hungary, Ireland, Japan, Kosovo[‡], Kyrgyzstan, Latvia, Lithuania, Mongolia, Montenegro, Nepal, the Netherlands, Norway, Poland, Romania, Russia, Senegal, Serbia, Slovakia, Slovenia, South Africa, Sweden, Tajikistan, Tunisia, Ukraine, the United Kingdom (UK), and the United States. Additionally, the European Organisation of Military Associations, the European Union, the North Atlantic Treaty Organization (NATO), the Organization for Security and Co-operation in Europe (OSCE), and the United Nations (UN) participated in ICOAF conferences as observers.

As part of its role as facilitator to the ICOAF initiative, DCAF developed and manages the ICOAF website, functioning as a resource centre for the Conference, with a centralised database and information sharing platform for existing ombuds-institutions for the armed forces as well as for those states that would like to establish such institutions.[63]

In 2013, the focus of ICOAF was upon the role of ombuds-institutions in receiving and investigating complaints about gender and veterans related issues. Through various ICOAF related platforms and activities, DCAF realised the following objectives in 2013:

[‡] The Kosovo Assembly declared the territory's independence on 17 February 2008. While 36 member states of the DCAF Foundation recognized the independence of Kosovo as of the date of publication of this report, 24 member states did not do so and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

[63] www.icoaf.org

- Continued the ICOAF conference series, which serves as a platform for exchanging best practices and fostering dialogue between ombuds-institutions from the Caucasus, Central Asia, Europe, the Middle East, Northern Africa, and throughout the Americas as well as sub-Saharan Africa.

- Assisted in knowledge transfer and exchange of good practices, in particular through conducting research on the topics of veterans affairs, gender related issues, and capacity building.

- Supported the development of ombuds-institutions for the armed forces in transitioning and post-conflict states. The following states are in the process of developing a new ombuds-institution for the armed forces: Côte d'Ivoire, Georgia, Kosovo, Nepal, and Tunisia.

The highlights of DCAF's work relating to ombuds-institutions for the armed forces in 2013 included:

- The inter-ICOAF workshop on 'The role of Ombuds-Institutions in Gender and Armed Forces', co-hosted by DCAF and the UK Service Complaints Commissioner for the Armed Forces. The event was one of a regular series of inter-ICOAF meetings – with a special focus on mainstreaming gender in the armed forces – which seek to inform and better focus discussions at the annual ICOAF. The workshop participants included representatives of ombuds-institutions and experts from Germany, Ireland, Norway, Serbia, and the UK, as well as NATO/Supreme Headquarters Allied Powers Europe. In addition, a side event was organised that focused on the role of women in the armed forces in the United Kingdom, attended by the Deputy Chief of the Defence Staff, responsible for personnel and training, and senior officers of the Royal Air Force, Royal Army, and Royal Navy, of the United Kingdom.

- The Fifth International Conference of Ombuds-Institutions for Armed Forces, co-hosted by the Norwegian Parliamentary Commissioner for the Armed Forces and DCAF, focused on veterans, gender, as well as capacity building. The conference was attended by 65 delegates from 32 states in the Caucasus, Central Asia, Europe, the Middle East, North America, and sub-Saharan Africa, as well as observers from NATO and the OSCE. On

this occasion, DCAF presented the preliminary results of a mapping study, which it jointly prepared with the OSCE Office for Democratic Institutions and Human Rights (ODIHR), on *Ombuds-Institutions for the Armed Forces in the OSCE Region*. As a result of the conference, DCAF received a mandate to develop a guide on gender and ombuds-institutions for the armed forces.

- The launch of *Ombuds Institutions for the Armed Forces in Francophone Africa*: *Burkina Faso, Burundi and Senegal*, the publication resulting from a research project conducted with a mandate by the International Organisation of La Francophonie (IOF), which explores the functioning of ombuds-institutions for the armed forces in selected francophone African states. The project draws on the work of local experts to examine the national ombuds-institutions, their legal status, mandates, and strengths and weaknesses as well as assesses their capacity building needs. The launch event for the publication was organised jointly by DCAF and the IOF in Geneva in October 2013. As a follow up, the IOF mandated DCAF to conduct a mapping study of ombuds-institutions for the armed forces for all Francophone states in sub-Saharan Africa, to be completed in 2014.

- The agreement between DCAF and ODIHR to conduct a joint scoping study into the functioning of ombuds-institutions for the armed forces in OSCE participating States. The scoping study will fill the gap in the current knowledge about the effectiveness, efficiency, and fairness of ombuds-institutions in addressing complaints about potential human rights violations and mismanagement by and within armed forces. It will result in a set of recommendations about strengthening the functioning of ombuds-institutions with jurisdiction over armed forces. The results will also be used as input for future capacity building events.

Key Results 2013:

- Organised an international workshop on 'The Role of Ombuds-Institutions in Gender and Armed Forces', hosted by the UK Service Complaints Commissioner for the Armed Forces.

- Held the 'Fifth International Conference of Ombuds-Institutions for Armed Forces' in Oslo, bringing together representatives of ombuds-institutions from 33 states and three international organisations, including participation from countries throughout Africa, the Americas, and Central Asia.

- Presented DCAF policy studies on the role of ombuds-institutions in protecting and promoting the rights of veterans, gender-equality, and capacity-building.

- Launched the IOF–DCAF publication *Ombuds Institutions for the Armed Forces in Francophone Africa: Burkina Faso, Burundi and Senegal*.

- Began a mapping study of ombuds-institutions for the armed forces in the OSCE region.

For detailed information about DCAF's work with Ombuds-Institutions for the armed forces, see www.icoaf.org

Gender and Security Sector Reform

Milestones:

2005	DCAF creates a Gender and Security Team.
2006	DCAF publishes *Women in an Insecure World: Violence against Women. Facts, Figures and Analysis.*
2007	DCAF publishes *Sexual Violence in Armed Conflict: Global Overview and Implications for the Security Sector.*
2008	DCAF publishes the *Gender and Security Sector Reform Toolkit.*
	DCAF launches the Gender and Security Programme in West Africa.
2009	DCAF launches the Gender and Security Programme in the Western Balkans.
2011	DCAF launches the Gender Capacity Building in the Global South project.
2012	DCAF publishes the *Gender Self Assessment Guide for the Police, Armed Forces and Justice Sector.*
2013	DCAF publishes *A Women's Guide to Security Sector Reform.*

In 2013, DCAF sustained its position as the point of reference for gender and security sector reform through cooperation with multilateral organisations such as the EU, NATO, the OSCE, and the UN. DCAF continued its activities in capacity building and awareness raising on gender and SSR at a regional level as well as through direct work with national law enforcement, defence, security, and justice institutions on mainstreaming gender into their policies and practice.

In Southeast Europe, DCAF continued extensive programming to mainstream gender in security sector institutions and provided support to the State Police and Armed Forces in Albania, the justice sector in Bosnia and Herzegovina, and various security sector organisations in Serbia. This work also extends to the regional

level, where DCAF supports the United Nations Development Programme's South Eastern and Eastern Europe Clearinghouse for the Control of the Small Arms and Light Weapons and the Centre for Security Cooperation of the Regional Arms Control Verification and Implementation Assistance Centre (RACVIAC).[64]

In Africa, DCAF's work on mainstreaming gender continued to focus on the police, armed forces, training and educational institutions, and civil society in Western and Southern Africa. Additionally, DCAF assisted the Dutch and Spanish Ministries of Defence and Foreign Affairs in delivering a pilot course on gender in operations in Nairobi at the request of the United States Africa Command.[65]

In 2013, DCAF completed the project on 'Gender Capacity Building in the Global South' that aimed at reducing the dependence of security education and training institutions in the Global South on experts from donor countries by developing the capacity of local institutions, trainers, and practitioners to integrate gender in their programmes. The project provided sustained support to partner institutions through curriculum development, training of trainers, technical advice, and distribution of knowledge products. As a result of the 'Gender Capacity Building in the Global South' project, the South African National Defence Force Peace Mission Training Centre now runs a two-week course on 'Gender for Instructors' twice yearly. In 2013, the project continued cooperation with its partner institutions, including Al-Istiqlal University in Jericho, the Kofi Annan International Peacekeeping Training Centre in Accra, the South African National Defence Forces, and the Southern African Defence & Security Management Network. Support activities for the Africa-based partners will continue in 2014.

In addition to projects specifically dedicated to gender, DCAF is guided by the principle of gender sensitivity across the entire spectrum of the Centre's activities. Following this principle, DCAF staff in different functional areas maintain and develop their capacity to integrate gender in their respective programmatic work. In addition, the DCAF Gender and Security Team offers internal training in order to develop capacities for gender mainstreaming within the organisation.

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[64] For more information, see Section II *Regional Cooperation / Southeast Europe*

[65] For more information, see Section II *Regional Cooperation / Sub-Saharan Africa*

DCAF's research output on gender and SSR is used worldwide as a reference by both practitioners and academics. In 2013, in the area of policy oriented research, DCAF's Gender and SSR programme:

- Published, in partnership with The Institute for Inclusive Security *A Women's Guide to Security Sector Reform* – a guide specifically written for women, which provides an introduction to key concepts of security, outlines avenues of women's participation in the security sector and SSR, and offers model tools for action. Developed in collaboration with women activists from Afghanistan, Liberia, Libya, Nepal, Senegal, and Serbia, the Guide was launched at the United States Institute for Peace in Washington, DC and through a series of workshops in Bosnia and Herzegovina. The Guide is available in Arabic, Bosnian, and French.[66]

- Published French, Albanian, and Arabic translations of the *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector.*[67]

- Commissioned a research paper on *Gender and Human Resources Policies in the Armed Forces*, which will provide an overview of approaches and good practices adopted in the armed forces in Europe and Africa, to be published in 2014.

- Initiated innovative research on security sector responses to sexual and domestic violence against men.

- Contributed a chapter on women and small arms to the forthcoming *Small Arms Survey*.

- Published a paper on *Involvement of Parliaments in Advancing the 'Women, Peace and Security' Agenda in NATO Member Countries*, commissioned by the NATO Parliamentary Assembly.

[66] http://www.dcaf.ch/Publications/A-Women-s-Guide-to-Security-Sector-Reform
[67] http://www.dcaf.ch/Publications/Gender-Self-Assessment-Guide-for-the-Police-Armed-Forces-and-Justice-Sector

Key Results 2013:

- Published *A Women's Guide to Security Sector Reform* in Arabic, Bosnian, English, and French.

- The South African National Defence Force Peace Mission Training Centre now runs a two-week course on 'Gender for Instructors' twice a year, as a result of DCAF support in developing and delivering the course in the framework of the ongoing 'Gender Capacity Building in the Global South' project.

- Organised a three-day seminar on 'Gender and Policing' convening representatives from the police services of Côte d'Ivoire, Guinea, Liberia, Senegal, and Sierra Leone.

- Facilitated a study trip to Oregon, sponsored by the United States Department of Justice, for a DCAF-convened panel of nine Bosnian judges as part of their work on responses to domestic violence.

For detailed information about DCAF's Gender and SSR programme, see www.dcaf.ch/Programmes/Gender-and-Security

Integrity Building

Milestones:

2008	NATO launches the Building Integrity Programme.
2010	DCAF releases *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices*.
2012	DCAF publishes the *Toolkit on Police Integrity*.

During 2013, DCAF continued its substantive involvement in Building Integrity and Anti-Corruption initiatives in the defence sphere.

During the year, translations of *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices* were published in Azeri, French, Georgian, and Serbian. Translations into Bosnian and Croatian were also initiated.[68]

In the framework of ongoing cooperation with the North Atlantic Treaty Organization (NATO) and a contract funded by NATO's Building Integrity Trust Fund, in December 2012 DCAF contributed to the launch of the Integrity Building Self-Assessment Process in member states of the South-Eastern Europe Defence Ministerial (SEDM) Process (including Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Italy, Macedonia*, Montenegro, Romania, Serbia, Slovenia, Turkey, Ukraine, and the United States). In 2013, DCAF was contracted by NATO to facilitate this two-year project through a series of capacity building activities for the national teams entrusted with the self-assessment process.

The associated 'Building Integrity Tailored Programme for South Eastern Europe' was rolled out in Southeast Europe during 2013.

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[68] http://www.dcaf.ch/Publications/Building-Integrity-and-Reducing-Corruption-in-Defence

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

Events comprised three professional development workshops in Sarajevo, Sofia, and Belgrade addressing integrity building in general and its implications for defence budgeting and finance, in particular. The first workshop aimed to improve the capacity of experts across the defence sector in understanding corruption, organising trustful self-assessment of corruption risks, as well as in designing and implementing defence integrity strategies and programmes. The second aimed to upgrade the knowledge and skills acquired during the first workshop and broaden the in-depth understanding of defence management processes and anti-corruption measures. The third workshop analysed the processes of the financing and budgeting of defence in terms of the prevention of corruption.

Key Results 2013:

- Implemented a NATO mandate to conduct professional development workshops facilitating Building Integrity programming in South-Eastern European Defence Ministerial Process states.

- Rolled out the 'Building Integrity Tailored Programme for South Eastern Europe' and diversified as well as intensified cooperation with multiple actors via the Building Integrity platform.

- Translated *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices* into Azeri, Georgian, and Serbian.

For detailed information about DCAF's Integrity Building programme, see www.dcaf.ch/Programmes/Defence-Reform

The International Security Sector Advisory Team

The International Security Sector Advisory Team

Milestones:

2008 DCAF establishes the International Security Sector Advisory Team (ISSAT).

First ISSAT Governing Board meets in Geneva, which includes seven bilateral donors plus the United Nations. By the end of the year ISSAT becomes fully operational.

2009 New ISSAT Strategy mandating it to provide its members with (i) Advisory Field Support, (ii) Training and Capacity Building Support, (iii) Knowledge Services, and (iv) Support to SSR Advocacy and Outreach.

2011 Members of ISSAT Governing Board increase to 19, including 14 bilateral donors, plus regional, and multilateral organisations, including the EU, IOF, OECD, and UN, with the AfDB and AU regularly attending Governing Board meetings.

ISSAT's operations expand: it now supports a total of 65 missions and activities in more than 20 countries and four continents annually.

ISSAT's first SSR e-learning course and SSR Community of Practice go online.

2012 ISSAT organises a High Level Panel (HLP) on 'Challenges and Opportunities for SSR in East Africa' and expands its geographical reach by increasing its engagement in Latin America and South East Asia.

2013 The OSCE joins ISSAT's Governing Board.

An e-learning platform is launched on ISSAT's Community of Practice, offering an array of online courses in several languages, including a new course on 'The Fundamentals of Strategic Advising in Reform Environments'.

The International Security Sector Advisory Team (ISSAT) was established as an integral part of DCAF in 2008. ISSAT aims to support the international community in reinforcing and strengthening its members' individual and collective efforts to improve security and justice, primarily in conflict affected and fragile states. ISSAT works with its members to build their capacity to provide more effective support to security sector reform (SSR) processes.

The ISSAT Governing Board currently has 19 members comprising the following countries and multilateral organisations: Austria, Belgium, Canada, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, the United Kingdom (UK), the European Union (EU), the International Organisation of La Francophonie, the Organisation for Economic Cooperation and Development (OECD), the Organization for Security and Co-operation in Europe (OSCE), and the United Nations (UN). The African Union (AU) and the African Development Bank (AfDB) have also been present as observers at ISSAT Governing Board meetings.

The ISSAT team is made up of senior security and justice advisers. The core team is further complemented and reinforced by a roster of high-level professionals who provide additional expertise and specialised knowledge to ensure that ISSAT has sufficient human capacity and expertise to cover the full spectrum of security and justice sector reform issues as well as in-depth country experience in the various areas of ISSAT's engagement.

In 2013, ISSAT continued to be a major contributor to international cooperation in the fields of security and justice reform. Building on the processes and engagements that ISSAT has developed over the years, the team has consolidated, refined, and deepened its knowledge and capacity across a variety of thematic and geographical areas, processes, and contexts in 2013.

ISSAT's activities and services can be grouped into four core areas: Advisory Field Support, Training and Capacity Building, Knowledge Services, and Advocacy and Outreach. In 2013, ISSAT undertook a total of 71 activities for 16 members in 40 countries. These activities included a total of 59 mandates, several of which involved multiple missions and, at times, the complex task of bringing together

national actors and multiple international organisations in support of assessments and/or reviews.

Advisory Field Support

Through its Advisory Field Support, ISSAT aims to provide targeted in-country support to members to reinforce their capacity to undertake SSR assessments, programme design, reviews, and evaluations in line with international good practice. It also sets out to provide on-going reinforcement to field practitioners in their support to SSR processes. In 2013, ISSAT undertook a total of 21 Advisory Field Support (AFS) mandates, with 11 taking place in Africa, five in Latin America, two in the Middle East and North Africa, one in Southeast Asia, and two in Southeast Europe. While this is a decrease compared to previous years, several of these mandates involved multiple missions covering over 27 countries on five continents. This has been the case, for example, with the EU, which requested ISSAT to undertake field missions in eleven Latin American and Caribbean countries over a period of four months. Another noticeable trend is that a large number of mandates have rolled over from 2012, including, for example, support to the United Kingdom's annual evaluation of its Security Sector Accountability and Police Reform (SSAPR) Programme in the Democratic Republic of the Congo, support to the United Nations Support Mission in Libya (UNSMIL) in the Defence White Paper Process, and support to United Nations Development Programme (UNDP) Somalia's Police Programme as well as training support for the UNDP staff working for the Somali Observatory of Conflict and Violence Prevention. This trend has allowed ISSAT to build on lessons identified in earlier engagements and deepen its knowledge of local contexts. Furthermore, AFS mandates continued to engage in multiple areas of SSR, with 42 per cent focused strongly on police reform, 32 per cent on justice reform, and sixteen per cent on defence reform. All mandates included aspects related to governance either as a core focus area of the work or a significant component thereof.

ISSAT received twelve AFS mandates from bilateral Governing Board members and nine from multilateral organisations. The table below provides an overview of ISSAT's AFS missions conducted in 2013:

Conducted in	Activity	Requested by
Albania	• Review of the Community Policing Programme.	Sweden
Burundi	• Review of the SSR Process in Burundi. • Audit/Assessment of the Inspectorate General of Public Security.	The Netherlands
Democratic Republic of the Congo	• Annual Review of the Security Sector Accountability and Police Reform programme of the UK Department for International Development.	UK
Ethiopia	• Support to a consultation workshop on draft Operational Guidance Notes for the African Union Policy Framework on SSR.	The African Union
Guatemala	• Review of the EU's 'Programa de Apoyo a la Reforma de la Justicia' programme and the USAID's 'Programme Against Violence and Impunity'.	OECD International Network on Conflict and Fragility
Honduras	• Scoping mission in support of the Swiss Agency for Development and Cooperation for its new Cooperation Strategy for Central America. • Reinforcing support in the areas of SSR, conflict analysis, and conflict sensitivity.	Switzerland
Indonesia	• Evaluation of the legal cooperation between Indonesia and the Netherlands.	The Netherlands
Kenya	• Feasibility study on police reform in Kenya. • Support to the design process of a three-year police reform programme.	Sweden
Latin America and the Caribbean	• Support to the EU on justice and security sector reform in Latin America and the Caribbean (including a desk study covering 34 countries and field missions to 11 countries).	European Union
Liberia	• Review of management and accountability mechanisms within the Liberian National Police, the judiciary, and prosecution.	UN Mission in Liberia & UNDP
Libya	• Support to the United Nations Support Mission in Libya in the Libyan Defence White Paper Process. • Support to the UN's facilitation of a workshop on lessons on police reform.	UN

Conducted in	Activity	Requested by
Serbia	• Mid-term review of the overall progress in key areas of the implementation of the Action Plan of the Serbian Ministry of Interior's Development Strategy.	Sweden
Somalia	• Coaching and training to the UNDP staff embedded within the Research Department of the Somali Observatory of Conflict and Violence Prevention. • Support to an assessment that aims at strengthening the UNDP's Civilian Policing Programme.	UNDP
South Sudan	• An assessment of the status of the democratic control of armed forces in South Sudan.	Switzerland

Training and Capacity Building

Training and capacity development continues to represent a significant proportion of ISSAT's activities. Its objective is to enhance the international community's capacity to effectively support SSR in conflict-affected or developing environments. In 2013, ISSAT conducted 26 training activities, including ten introductory (Level 1) and advanced (Level 2) trainings on SSR as well as 16 ad hoc/specialised trainings. The table below provides an overview of ISSAT's trainings conducted in 2013:

Conducted in	Activity	Requested by
Armenia	• Introductory Level 1 training on SSR as well as high-level SSR Sensitisation.	Austria
Austria	• Core course on SSR for the European Defence and Security College.	Austria
Bosnia and Herzegovina	• Advanced Level 2 training on SSR.	Switzerland
Finland	• SSR session within an Integrated Crisis Management Course. • Introductory Level 1 training on SSR.	Finland
Côte d'Ivoire	• Support to the United Nations Mission in Côte d'Ivoire through a workshop on SSR for key Ivoirian defence sector actors.	UN

Conducted in	Activity	Requested by
Ghana	• Support to the review of the Kofi Annan International Peacekeeping Training Centre's Training Programme on Security Sector Reform and Police Reform.	Switzerland
Guatemala	• Introductory Level 1 training on SSR.	The Netherlands
Italy	• A course on 'Integrating police reform and SSR'.	UN Standing Police Capacity
Netherlands	• Advanced Level 2 training on SSR.	The Netherlands
Senegal	• Introduction to Justice and Security Sector Reform – 'How do Justice and Security Sector Reform Processes work in Africa?'	AfDB (through Switzerland)
Switzerland	• Introductory course on integrating SSR into peace support operations. • Advanced Level 2 training on SSR.	Switzerland
	• Facilitation support to the UN Inter-Agency Senior SSR Practitioners Workshop.	UN
	• 'Senior Strategic Advisors' Master Class on Police Reform in an International and SSR Context'.	Canada, the Netherlands, Norway, and the UK

The main achievements for 2013 related to ISSAT's Training and Capacity Building activities included the consolidation of Level 1 and Level 2 training packages, finalisation of ISSAT's online course on an 'Introduction to SSR', and a new e-learning platform on the 'Fundamentals of Strategic Advising in Reform Environments'. To date, a total of 1,700 participants have registered for these two online courses. In addition, ISSAT completed the translation of the 'Introduction to SSR' e-learning course into Arabic, French, and Spanish, to complement the English version. ISSAT also provided support to peacekeeping training centres in mentoring their trainers and providing overall guidance in the design and delivery of their trainings.

As host to the Secretariat of the Association for Security Sector Reform Education and Training (ASSET), ISSAT supported the organisation of the Association's fifth Annual General Meeting (AGM) in Accra, Ghana. The AGM was co-hosted by the Kofi Annan International Peacekeeping Training Centre (KAIPTC) and the African Security Sector Network (ASSN). The meeting focused on how ASSET could assist in the implementation of SSR strategies through training.

In addition, the following new training tools and products were developed in 2013:

- The online introductory course on SSR was launched on ISSAT's new e-learning platform, hosted on its Community of Practice (CoP) website, and is available in Arabic, English, French, and Spanish.

- Another e-learning course on 'The Fundamentals of Effective Advising in Reform Environments' was also officially launched in October 2013 on ISSAT's CoP.

- The Level 1 introductory package was finalised in English, French, and Spanish, and several modules were translated into Arabic. The Advanced Level 2 package is available in English and French.

Knowledge Services

ISSAT's Knowledge Services aim to help ISSAT staff, roster personnel, Governing Board members, and other SSR practitioners to enhance their support to SSR programmes by providing easy access to SSR guidance, tools, online training, and other resources for acquiring and applying practical SSR knowledge.

As part of the continuous transformation of learning from real-world experiences into practical knowledge and tools, 18 after-action reviews were carried out in 2013, steered by ISSAT Knowledge Services. These reviews have strengthened the learning process and continue to build on ISSAT's collected knowledge by accumulating experience from advisory field support, training, and advocacy and outreach mandates.

ISSAT Knowledge Services has continued to strengthen the value proposition of the Community of Practice (CoP), which now has

over 1,100 members, an increase of over 500 since the end of 2012. ISSAT has further developed the CoP within its website into a full-featured learning platform. In addition to the development of the ISSAT e-learning platform, ISSAT's Knowledge Services has also been creating a methodology section that visually maps out key activities involved in supporting security and justice reform and which provides a toolkit of relevant resources.

Additionally, to serve the needs of this growing community of SSR practitioners, several new or enhanced features have been developed on the CoP website this year. These include:

- A new e-learning platform launched with access to three courses in several languages;
- A weekly digest available to all members of the CoP;
- A repository of policy and guidance documents, case studies, videos, and other resources, as well as information about SSR-related events;
- Online forms for mandate requests, mandate feedback, and annual feedback; and
- Many small improvements to make the site easier to use.

In 2013, ISSAT recorded a significant increase also in the number of small inquiries coming from SSR practitioners via ISSAT's website, ranging from requests regarding speakers and reform assistance to consultancy bids, inputs to papers, and other forms of collaboration.

Advocacy and Outreach

As part of Advocacy and Outreach (A&O), ISSAT aims to ensure that ISSAT's Governing Board members and the wider SSR community are aware of, buy into, and take ownership for the application of international good practice in SSR support. It includes activities such as capital visits, Governing Board meetings, high level panel discussions, SSR briefings, and other networking events that bring together key SSR practitioners. Furthermore, A&O seeks to assist in broadening, deepening, and furthering the knowledge and understanding of SSR by stimulating discussions on the practice of SSR, encouraging transparency, and supporting the sharing of lessons.

Following on from 2012, there has been a steady rise in A&O related events and mandates in 2013. Whilst most of ISSAT mandates intrinsically include an element of A&O, there were 22 specific A&O activities in 2013, including twelve mandates.

With regards to broadening knowledge of SSR substance and principles, ISSAT supported Ireland's outreach and advocacy activities with the Japanese government and non-government organisations on SSR capacity building. Likewise, ISSAT has supported a series of activities with the French government, including two SSR workshops run by the Institut des Hautes Etudes de la Défense Nationale, as well as a sensitisation briefing to various French ministries dealing with the different aspects of SSR.

In the realm of best practice in SSR programming, ISSAT delivered a presentation and facilitated a debate on the use of 'Theories of Change in Conflict Prevention and Peacebuilding Projects' as part of the annual workshop on the EU's Instrument for Stability. ISSAT also delivered a presentation and facilitated a debate on SSR trends, challenges, and lessons in fragile states with member states of the North Atlantic Treaty Organization (NATO) and the EU.

In providing support to members to identify areas where they can provide added value to SSR, ISSAT supported Slovakia in undertaking a one-day whole-of-government brainstorming on future Slovak support to SSR. This also involved an introduction on principles of justice and security sector reform to ensure a common understanding.

In addition to the above, ISSAT has also supported the following activities:

- Capital visits to Ireland, Norway, and the United Kingdom as well as briefings to members' Permanent Missions in Geneva;
- An SSR sensitisation briefing to the Allied Rapid Reaction Corps, NATO;
- Presentations to Dutch Police and Defence Academy Officers on 'SSR and Reform in Post-Conflict Contexts';
- A briefing to the EU's SSR Inter-Services Group in Brussels;
- A written contribution to the AfDB/AU High Level Panel on Fragile States paper;

- A presentation at a conference on the 'Political Economy of Peace and Conflict in South Sudan', hosted by the Danish Institute of International Studies; and
- A briefing to the EU's Political Military Group and Committee for Civilian Aspects of Crisis Management in Brussels.

Key Results 2013:

- Further expanded geographical reach by increasing engagement in Latin America and the Caribbean as well as North Africa.

- Contributed to the European Commission's process to develop its next programming support in Latin America and the Caribbean (for 2014 – 2020) by providing a study on *EU Support to Justice and Security Sector Reform in Latin America and the Caribbean*.

- Continued to build its global community of security and justice practitioners with an emphasis on exchange of information, knowledge, and experience. The CoP now contains a vast repository of policy and guidance documents, e-learning courses, case studies, videos and other resources, as well as information about SSR-related events, courses, and jobs.

- For the third year, supported Canada, the Netherlands, Norway, and the United Kingdom in running their annual 'Senior Strategic Advisors' Master Class on Police Reform in an International and SSR Context', which aims to better prepare senior police officers for leadership and management positions within multilateral and bilateral peace support missions.

- The following positive achievements were highlighted by the results of ISSAT's Performance Management process:

  - 92% of Advisory Field Support mandates stated that the overall value provide by ISSAT was high or very high;
  - 100% of Members stated that ISSAT offered value for money;
  - 87% of training participants stated that the training was very good or excellent; and
  - 100% growth in the number of members of the ISSAT Community of Practice.

For detailed information about ISSAT, see http://issat.dcaf.ch/

Annexes

DCAF Foundation Council

The Foundation Council is the supreme body of the DCAF Foundation. In 2013, it comprised **61 member states** (including the canton of Geneva) plus six permanent observers. The Council is presided over by Christophe Keckeis (Switzerland). 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 2014.

	Albania (2000)	*Nomination pending*
	Argentina (2009)	*Nomination pending*
	Armenia (2002)	Ambassador Charles **Aznavour** Permanent Representative to the United Nations Office and other international organisations in Geneva
	Austria (2000)	*Nomination pending*
	Azerbaijan (2002)	Ambassador Araz **Azimov** Deputy Minister of Foreign Affairs
	Belarus (2002)	Ambassador Mikhail **Khvostov** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Belgium (2004)	Ambassador Bertrand **de Crombrugghe de Picquendaele** Permanent Representative to the United Nations Office and specialized institutions in Geneva
	Bosnia and Herzegovina (2001)	Ambassador Miloš **Prica** Permanent Representative to the United Nations Office and other international organizations in Geneva

	Bulgaria (2000)	Ambassador Ivan **Piperkov** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Burkina Faso (2009)	Colonel Honoré Lucien **Nombre** Head of Policy Planning, Ministry of Defence
	Burundi (2010)	Brigadier General Athanase **Kararuza** General Staff, Ministry of National Defence and Former Combattants
	Canada (2003)	Ambassador Elissa **Golberg** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Côte d'Ivoire (2001)	Ambassador Kouadio **Adjoumani** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Croatia (2001)	Ambassador Vesna **Vuković** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Cyprus (2008)	*Nomination pending*
	Czech Republic (2000)	Ambassador Kateřina **Sequensová** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Denmark (2002)	*Nomination pending*
	Estonia (2000)	Ambassador Jüri **Seilenthal** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Finland (2000)	Ambassador Päivi **Kairamo-Hella** Permanent Representative to the United Nations Office and other international organizations in Geneva
	France (2000)	Ambassador Jean-Hugues **Simon-Michel** Permanent Representative to the Conference on Disarmament
	Canton of Geneva (2000)	Mr Jean **Freymond** President, Dialogues Geneva
	Georgia (2001)	Mr Shalva **Tsiskarashvili** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Germany (2000)	Rear Admiral (LH) Thorsten **Kähler** Director Security Policy, Federal Ministry of Defence

Ghana (2011)	Brigadier General Seidu **Adams** *Military Secretary, Ministry of Defence*	
Greece (2002)	*Nomination pending*	
Hungary (2000)	Mr Péter **Siklósi** Deputy State Secretary for Defence Policy and Planning, Ministry of Defence	
Indonesia (2007)	Ambassador Triyono **Wibowo** Permanent Representative to the United Nations and other international organizations in Geneva	
Ireland (2000)	*Nomination pending*	
Italy (2001)	Ambassador Vinicio **Mati** Permanent Representative to the Conference on Disarmament	
Kyrgyzstan (2011)	Ambassador Gulnara **Iskakova** Permanent Representative to the United Nations Office and other international organizations in Geneva	
Latvia (2000)	Mr Janis **Karlsbergs** Undersecretary of State for Logistics, Ministry of Defence	
Lebanon (2007)	Brigadier General Walid **Salman** Chief of Staff, Lebanese Armed Forces	
Liechtenstein (2006)	Ambassador Norbert **Frick** Permanent Representative to the United Nations Office and other international organizations in Geneva	
Lithuania (2000)	Mr Vaidotas **Urbelis** Policy Director, Ministry of National Defence	
Luxembourg (2003)	Ambassador Jean-Marc **Hoscheit** Permanent Representative to the United Nations Office and other international organizations in Geneva	
Macedonia* (2000)	Mr Marijan **Pop-Angelov** Director for Political Security Cooperation Ministry of Foreign Affairs	
Mali (2011)	Inspector General of Police Yacouba **Diallo** Director of Shared Governance of Security and Peace Programme	
Malta (2008)	Ambassador John Paul **Grech** 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)	Ambassador Victor **Moraru** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Montenegro (2006)	Ambassador Ljubiša **Perović** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Netherlands (2001)	Ambassador Henk Cor **van der Kwast** Permanent Representative to the Conference on Disarmament
	Nigeria (2000)	Ambassador Umunna Humphrey **Orjiako** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Norway (2002)	Ambassador Steffen **Kongstad** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Philippines (2011)	Mr Pio Lorenzo F. **Batino** Undersecretary for Legal and Legislative Affairs and Strategic Concerns, Department of National Defense
	Poland (2000)	Mr Adam **Bugajski** Director of the Security Policy Department, Ministry of Foreign Affairs
	Portugal (2003)	*Nomination pending*
	Romania (2000)	Ambassador Maria **Ciobanu** Permanent Representative to the United Nations Office and international organizations in Switzerland
	Russian Federation (2000)	Ambassador Alexey **Borodavkin** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Senegal (2011)	Col Wagane **Faye** Director for Oversight, Research and Legislation (DIRCEL), Ministry of the Armed Forces
	Serbia (2001)	Ambassador Vladislav **Mladenović** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Slovakia (2000)	Ambassador Fedor **Rosocha** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Slovenia (2001)	*Nomination pending*

🇿🇦	**South Africa** (2001)	*Nomination pending*
🇪🇸	**Spain** (2001)	*Nomination pending*
🇸🇪	**Sweden** (2001)	Ambassador Jan **Knutsson**
		Permanent Representative to the United Nations Office and other international organizations in Geneva
🇨🇭	**Switzerland** (2000)	Mr Christophe **Keckeis**
		President of the DCAF Foundation Council
		Mr Willi **Graf**
		Deputy Head of the Corporate Domain Regional Cooperation, Swiss Agency for Development Cooperation (SDC), Federal Department of Foreign Affairs, Secretary of the DCAF Foundation Council
		Ambassador Urs **Schmid**
		Permanent Representative to the Conference on Disarmament, Treasurer of the DCAF Foundation Council
🇹🇳	**Tunisia** (2011)	Ambassador Abderrazak **Kilani**
		Permanent Representative to the United Nations Office at Geneva and specialized institutions in Switzerland
🇹🇷	**Turkey** (2003)	*Nomination pending*
🇺🇦	**Ukraine** (2000)	Ambassador Mykola **Maimeskul**
		Permanent Representative to the United Nations Office and other international organizations in Geneva
🇬🇧	**United Kingdom** (2000)	Mr Guy **Pollard**
		Deputy Permanent Representative, UK Delegation to the Conference on Disarmament
🇺🇸	**USA** (2000)	Col. William B. **Langan**
		Senior Defense Official and Defense Attaché, US Embassy, Bern

Permanent observers

🇰🇭	**Cambodia** (2009)	Ambassador Sun **Suon** Permanent Representative to the United Nations Office and other international organizations in Geneva
🇨🇱	**Chile** (2011)	*Nomination pending*
🇰🇿	**Kazakhstan** (2012)	Mr Murat **Nurtileuov** Minister-Counselor, Permanent Mission to the United Nations Office and other international organizations in Geneva
🇹🇭	**Thailand** (2009)	Ambassador Thani **Thongphakdi** Permanent Representative to the United Nations Office and other international organizations in Geneva
	International Organisation of La Francophonie (2008)	Ambassador Ridha **Bouabid** Permanent Observer, Permanent Delegation to the United Nations Office and other international organizations in Geneva
	Inter-Parliamentary Union (2009)	Mr Martin **Chungong** Secretary General

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.

🇨🇭	**Switzerland**	President	Mr Christophe **Keckeis** President of the DCAF Foundation Council
🇨🇭	**Switzerland**	Secretary	Mr Willi **Graf** Deputy Head of the Corporate Domain Regional Cooperation, Swiss Agency for Development Cooperation (SDC), Swiss Federal Department of Foreign Affairs
🇨🇭	**Switzerland**	Treasurer	Ambassador Urs **Schmid** Permanent Representative to the Conference on Disarmament
🇫🇷	**France**	Member	Ambassador Jean-Hugues **Simon-Michel** Permanent Representative to the Conference on Disarmament
🇳🇴	**Norway**	Member	Ambassador Steffen **Kongstad** Permanent Representative to the United Nations Office and other international organizations in Geneva
🇸🇪	**Sweden**	Member	Ambassador Jan **Knutsson** Permanent Representative to the United Nations Office and other international organizations in Geneva
🇬🇧	**United Kingdom**	Member	Mr Guy **Pollard** Deputy Permanent Representative, UK Delegation to the Conference on Disarmament

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 2014.

Sven **Alkalaj**	Executive Secretary, Under-Secretary-General, United Nations Economic Commission for Europe
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
Nicole **Ball**	Senior Fellow, Center for International Policy, Washington DC
Carl **Bildt**	Membership on the Advisory Board currently suspended during tenure as Minister of Foreign Affairs of Sweden
Kjell Arne **Bratli**	Parliamentary Commissioner for the Norwegian Armed Forces
Véronique **Bujon-Barré**	Former French Ambassador to Macedonia* (2003-2006) and Denmark (2010-2013)
Philippe **Burrin**	Director, Graduate Institute of International and Development Studies
Christian **Catrina**	Head of Security Policy, General Secretariat, Swiss Federal Department of Defence, Civil Protection and Sport

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

Umit **Cizre**	Director of International Center for Modern Turkish Studies, Istanbul Şehir University
Jean-Jacques **de Dardel**	Swiss Ambassador to China
Elisabeth **Decrey Warner**	Executive President, Geneva Call
Christian **Dussey**	Director, Geneva Centre for Security Policy
Corina **Eichenberger-Walther**	Member of the National Council, Swiss Parliament
Thomas **Greminger**	Ambassador, Permanent Representative of Switzerland to the OSCE, the United Nations and the International Organisations in Vienna
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**	Former 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 (AMLD), 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
Ioan Mircea **Paşcu**	Member 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
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
Fred **Tanner**	Senior Advisor to the OSCE Secretary General
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

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 multilateral institutions to develop and promote good security and justice reform practices and principles as well as by helping its members to build their capacity to support national and regional security and justice reform processes.

As of May 2014, ISSAT's Governing Board is composed of representatives of fourteen countries and five multilateral organisations. In addition to the Governing Board members, the African Union and the African Development Bank attend bi-annual meetings of ISSAT's Governing Board as observers.

States

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

Multilateral Organisations

European Union

International Organisation of La Francophonie

Organisation for Economic Cooperation 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, a DCAF Trust Fund for Security Sector Development Assistance in North Africa was established in June 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. Via the Steering Committee, donors provide strategic guidance and oversight to DCAF's work in the region. Response from donors has been very positive, with overall pledges and contributions exceeding 5.6 million Swiss francs at the end of 2013.

Contributing States

- Luxembourg
- The Netherlands
- Slovakia
- Sweden
- Switzerland

DCAF Organisation Chart and Offices

DCAF Organisation Chart

DCAF Geneva

Director

Deputy Director's Office

DCAF Brussels

- Research Division
- International Security Sector Advisory Team (ISSAT)
- Operations I Southeast Europe
- Operations Middle East & North Africa
- Operations III Sub-Saharan Africa & Gender and SSR
- Operations IV Public-Private Partnerships
- Administration

DCAF Ljubljana

DCAF Beirut
DCAF Ramallah
DCAF Tunis
DCAF Tripoli

DCAF Offices

Brussels

Geneva — Ljubljana

Tunis

Beirut

Tripoli

Ramallah

DCAF Staff

DCAF staff in 2013 numbered 150 employees from 40 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 in 2013 can be found below.

Permanent Staff in 2013

Country		Country	
Austria	1	Pakistan	1
Australia	1	Occupied Palestinian territory	10
Belgium	3	The Philippines	1
Bosnia and Herzegovina	1	Portugal	1
Brazil	1	Romania	2
Cameroon	1	Russian Federation	1
Canada	2	Serbia	1
Denmark	2	Slovakia	2
Estonia	1	Slovenia	9
Finland	2	South Africa	1
France	14	Spain	4
Germany	8	Sri Lanka	1
Hungary	1	Sweden	2
India	2	Switzerland	31
Lebanon	1	Tunisia	11
Libya	1	Turkey	1
Macedonia*	1	United Kingdom	12
The Netherlands	4	United States	5
Niger	1		

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* 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. Switzerland, through the Federal Department of Foreign Affairs, seconds DCAF's Director. France contributes two generals to DCAF, one serving as Liaison Officer to France and Senior Advisor for Civil Military Relations to the DCAF Director, the other serving as Senior Police and Gendarmerie Adviser supporting DCAF's International Security Sector Advisory Team.

DCAF's office in Ljubljana received four senior police officers – two seconded by Slovenia and one each seconded by Austria and Macedonia. In addition, Liechtenstein seconds a former Director of the National Police who serves as Senior Adviser on policing and border-policing matters. These secondees support the work of the Secretariat of the Police Cooperation Convention for Southeast Europe, which DCAF Ljubljana is hosting.

Seconded Personnel in 2013

	Austria	1
	France	2
	Liechtenstein	1
	Macedonia*	1
	Slovenia	2
	Switzerland	1

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DCAF Accounts 2013

The DCAF Group budget in 2013 reached 35 million Swiss francs, of which Switzerland financed 51.7 per cent and other member states and international organisations 48.3 per cent. Detailed information on income and expenditure items, as well as a list of DCAF's donors in 2013, can be found below.

All figures are given in Swiss francs.

I. Cash Contributions to DCAF Group 2013

1. Switzerland

Swiss Federal Department of Foreign Affairs (DFA) - Core funding	10,727,700
DFA - Project funding	4,229,365
Swiss Federal Dept. of Defence, Civil Protection and Sport (DDPS) - Project funding	643,658
Total Switzerland	**15 ,600,723**

2. Other member states and international organisations

Austria	99,016
Bulgaria	4,541
Estonia	6,225
Finland	35,013
France	61,829
Hungary	12,427
Ireland	241,200
Latvia	24,900
Liechtenstein	74,888
Luxembourg	367,500
Macedonia*	12,427

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

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Montenegro	24,925
Netherlands	1,137,461
Norway	1,550,900
Slovakia	12,185
Slovenia	12,399
Sweden	875,700
United Kingdom	437,856
Others	983,195
European Union (contribution to DCAF Geneva)	434,449
NATO	19,707
United Nations	86,916
Total Other member states and international organisations	**6,515,659**

3. Transitories

France	102,874
Germany	84,373
Luxembourg	670,116
Netherlands	3,635
Norway	827,557
Spain	338,595
Sweden	3,962,892
Switzerland	1,825,085
United Kingdom	137,313
European Union	486,986
Others	1,261,586
Total Transitories	**9,701,009**

4. Other income

Interest received	3,638
Insurance reibursement	83,531
Rent for offices at Avenue Blanc 49, Geneva	48,000
Other	21,283
Overhead income	317,167
Total Other income	**473,618**

Total Cash contributions	**32,291,009**

Other income
SFr. 473,618   **2%**

Swiss DDPS project funding
SFr. 643,658   **2%**

Transitories
SFr. 9,701,009   **30%**

Swiss DFA core funding
SFr. 10,727,700   **33%**

Other member states and
international organisations
SFr. 6,515,659   **20%**

Swiss DFA project funding
SFr. 4,229,365   **13%**
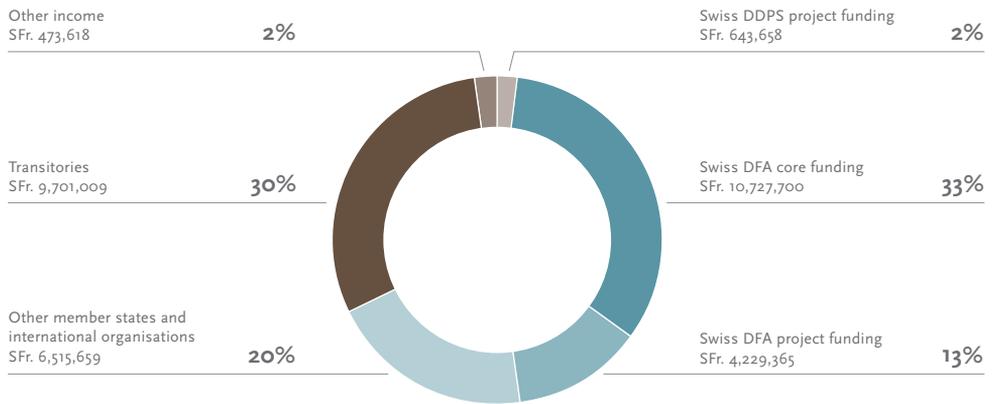
II. Cash Expenditure DCAF Group 2013

1. Personnel

Salaries	6,472,934
Social charges	1,061,594
Other	181,722
Total Personnel	**7,716,249**

2. General operating costs

Facilities (rent, maintenance, acquisition of assets)	1,315,966
Administration	337,232
Financial charges / exchange rate losses	508
Total General operating costs	**1,653,706**

3. Statutory bodies

International Foundation Council	13,069
International Advisory Board	16,753
Total Statutory bodies	**29,822**

4. Divisions and Offices

Director's Office

Director's Office	132,660
Total Director's Office	**132,660**

Deputy Director's Office

Core	155,318
Projects	617,077
Transitories	86,358
Total Deputy Director's Office	**858,753**

Operations I Southeast Europe

Core	515,564
Projects	3,689,878
Transitories	1,523,744
Total Operations I Southeast Europe	**5,729,186**

Operations Middle East and North Africa

Core	126,609
Projects	3,030,723
Transitories	2,463,641
Total Operations Middle East and North Africa	**5,620,972**

Operations III Sub-Saharan Africa & Gender and SSR

Core	288,827
Projects	1,497,380
Transitories	612,230
Total Operations III Sub-Saharan Africa & Gender and SSR	**2,398,436**

Operations IV Public-Private Partnerships

Core	15,586
Projects	445,357
Transitories	423,477
Total Operations IV Public-Private Partnerships	**884,420**

International Security Sector Advisory Team (ISSAT)

Core	2,071,011
Projects	736,648
Transitories	464,523
Total ISSAT	**3,272,182**

Research Division

Core	164,014
Projects	313,230
Transitories	236,993
Total Research Division	**714,236**

Swiss Chairmanship-in-Office of the OSCE

Projects	113,832
Transitories	516,568
Total Swiss Chairmanship-in-Office of the OSCE	**630,401**

DCAF Brussels

DCAF Brussels	54,538
Total DCAF Brussels	**54,538**

DCAF Ljubljana

DCAF Ljubljana	112,566
Total DCAF Ljubljana	**112,566**

Total Divisions and Offices	**29,808,127**

5. Central reserve, transitories, and special reserves 2012 / 2013

Central reserve	64,605
Transitories and special reserves 2012 / 2013[*]	2,405,573
Total Central reserve, transitories, and special reserves	**2,470,177**

Total Cash Expenditure DCAF Group 2013	**32,278,305**
Surplus for the year	12,704

Transitories and reserves
SFr. 2,470,177 — **8%**

DCAF Brussels and
DCAF Ljubljana
SFr. 167,104 — **1%**

Swiss Chairmanship-in-Office
of the OSCE
SFr. 630,401 — **2%**

ISSAT
SFr. 3,272,182 — **10%**

Operations IV
Public-Private Partnerships
SFr. 884,420 — **3%**

Operations III Sub-Saharan
Africa & Gender and SSR
SFr. 2,398,436 — **7%**

Operations Africa
and Middle East
SFr. 5,620,972 — **17%**

General operating costs
SFr. 1,653,706 — **5%**

Statutory bodies
SFr. 29,822 — **0,1%**

Personnel
SFr. 7,716,249 — **24%**

Director's Office
SFr. 132,660 — **0,4%**

Deputy Director's Office
SFr. 858,753 — **3%**

Research Division
SFr. 714,236 — **2%**

Operations I Southeast Europe
SFr. 5,729,186 — **18%**

[*] For divisional transitories, see above

III. Overall Contributions to DCAF Group

1. Switzerland

DFA cash contributions	14,957,065
DFA in-kind contributions	660,000
DDPS cash contributions	643,658
DDPS in-kind contributions	10,000
Total Switzerland	**16,270,723**

2. Other member states and international organisations

Cash contributions	6,515,659
In-kind contributions	1,835,259
Total Other member states and international organisations	**8,350,918**

3. Transitories from 2012

Switzerland	1,825,085
Other member states	7,875,924
Total Transitories from 2012	**9,701,009**

4. Other income

Insurance reimbursement	83,531
Rent for offices at Avenue Blanc 49, Geneva	48,000
Miscellaneous	342,087
Total Other income	**473,618**

5. Contributions to DCAF Offices

DCAF Ljubljana	255,233

Grand Total for DCAF Group 2013	**35,051,501**

Other income
SFr. 473,618   **1%**

Contributions to DCAF Ljubljana
SFr. 255,233   **1%**

Transitories (other member states)
SFr. 7,875,924   **22%**

Other member states and international
organisations in-kind contributions
SFr. 1,835,259   **5%**

Other member states and
international organisations
cash contributions
SFr. 6,515,659   **19%**

Transitories (Switzerland)
SFr. 1,825,085   **5%**

Swiss DDPS cash contributions
SFr. 643,658   **2%**

Swiss DFA cash contributions
SFr. 14,957,065   **43%**

Swiss DFA in-kind contributions
SFr. 660,000   **2%**

Swiss DDPS in-kind contributions
SFr. 10,000   **0,1%**

DCAF Donors

		Core funding	Project funding	Seconded personnel	In-kind contributions
	Austria	•	•	•	•
	Bulgaria	•			
	Estonia	•			
	Finland	•			
	France	•	•	•	•
	Hungary	•			•
	Ireland	•			•
	Latvia	•			
	Liechtenstein	•	•	•	
	Luxembourg	•			
	Macedonia*	•		•	•
	Montenegro	•			
	Netherlands	•	•		
	Norway	•	•		•
	Serbia	•			•
	Slovakia	•	•		•
	Slovenia		•	•	•
	Sweden	•	•		
	Switzerland	•	•	•	•
	United Kingdom	•			
	European Union		•		•
	IOF		•		•
	NATO		•		•
	OSCE		•		•
	United Nations		•		•

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

New Publications

DCAF's operational activities were supported in 2013 by a number of policy relevant research projects, resulting in some 30 books, edited volumes, and research papers published throughout the year. Unless otherwise noted, most DCAF publications can be downloaded free of charge as PDF files from the DCAF website at 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.
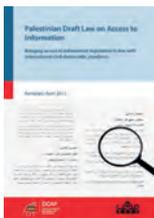
Palestinian Draft Law on Access to Information:
Bringing Access To Information Legislation In Line With International
Civil-Democratic Standards
Riham Abu Alta et al. (eds)
—
DCAF 2013
(available in Arabic and English)
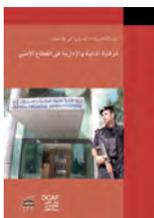
Palestinian Legal Collections:
Financial and Administrative Oversight in the Security Sector
Fawaz Abu-Zir et al. (eds)
—
DCAF 2013
(available in Arabic)
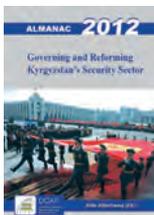
Almanac on Security Sector Reform in the Kyrgyz Republic
Aida Alymbaeva (ed.)
—
DCAF 2013
(available in English, Kyrgyz, and Russian)

Developing a Community Safety Plan for Hebron
Fareed A'mer et al. (eds)
—
DCAF 2012
(available in Arabic and English)
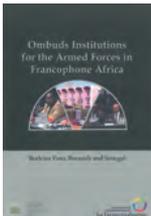
Ombuds Institutions for the Armed Forces in Francophone Africa: Burkina Faso, Burundi and Senegal
Jean-Pierre Bayala, Athanase Ndikumana, and Dior Fall Sow
—
DCAF; OIF 2013
(available in English and French)

Parliamentary Oversight of the Security Sector
Hans Born
—
European Parliament – OPPD 2013
(available in English)

Médias et gouvernance du secteur de la sécurité en Tunisie
Wided Boujeh, Jonas Loetscher, and Alia Melki
—
DCAF 2014
(available in French)
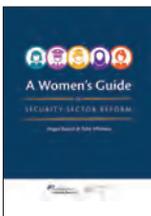
A Women's Guide to Security Sector Reform
Megan Bastick and Tobie Whitman
—
DCAF; The Institute for Inclusive Security 2013
(available in Arabic, Bosnian, English, and French)

**Progress and Opportunities Five Years on:
Challenges and Recommendations for Montreux Document Endorsing
States**
Benjamin S. Buckland and Annie Burdzy
—
DCAF 2013
(available in English)

Almanac on Security Sector Governance in Ukraine 2012
Anna Chernova, Oleksiy Melnik, Liudmila Shangina,
and Mykola Sungurovskiy (eds)
—
DCAF; Razumkov Centre 2013
(available in English)
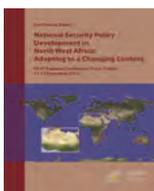
**National Security Policy Development in North West Africa: Adapting to a
Changing Context**
—
DCAF 2013
(available in English)

**Measuring the Impact of Peacekeeping Missions
on Rule of Law and Security Institutions**
—
DCAF; OROLSI 2012
(available in English)

Collective Security Treaty Organisation: 2002-2012
Alena F. Douhan and Anatoliy A. Rozanov (eds)
—
DCAF 2013
(available in English)

The Integration of a Gender Perspective in the Sierra Leone Police
Aisha Fofana Ibrahim
Anike Doherty (ed.)

—

DCAF 2013
(available in English)
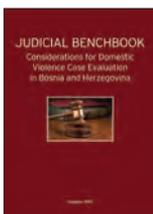
**Judicial Benchbook: Considerations for Domestic Violence
Case Evaluation in Bosnia and Herzegovina**
Nenad Galić and Heather Huhtanen (eds)

—

DCAF 2014
(available in English and Bosnian)

Controles Democráticos del Sistema de Seguridad en el Ámbito Legislativo
Ma. Patricia González Chávez, Philipp Fluri,
and Valentín Guzmán Soto (eds)

—

DCAF 2014
(available in Spanish)

The Security Sector Legislation of Ukraine
Anatoli Grytsenko, Marcin Koziel, Andrey Yermolaev, and Philipp Fluri (eds)

—

Centre for Army, Conversion and Disarmament; DCAF 2013
(available in English and Ukrainian)

Security post-2014: What Role for the EU and NATO?
Giji Gya (ed.)

—

DCAF; European Parliament; NATO Parliamentary Assembly 2013
*(available in English)*

Comparative Analysis of Regional Practices for Parliamentary Financial Oversight of Intelligence Services
Magdalena Lembovska
—
Analytica; DCAF 2013
(available in English)
http://analyticamk.org/~analytic/images/stories/files/report/Financial_oversight_english.pdf
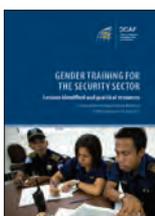
Gender Training for the Security Sector:
Lessons identified and practical resources
Analee Pepper, Kristin Valasek, and Callum Watson (eds)
—
DCAF 2013
(available in English)
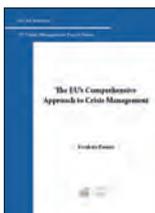
The EU's Comprehensive Approach to Crisis Management
Nicoletta Pirozzi, Giji Gya (ed.)

DCAF 2013
(available in English)

Involvement of Parliaments in Advancing the 'Women, Peace and Security' Agenda in NATO Member Countries
Audrey Reeves, Daniel de Torres, Aiko Holvikivi, and Callum Watson (eds)
—
DCAF 2013
(available in English and French)
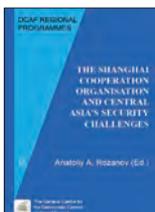
The Shanghai Cooperation Organisation and Central Asia's Security Challenges
Anatoliy A. Rozanov
—
DCAF 2013
(available in English and Russian)

Human Trafficking, Border Security and Related Corruption in the EU
Atanas Rusev
—
DCAF 2013
(available in English)

Security Sector Reform and Governance Processes in West Africa: From Concepts to Reality
Okey Uzoechina
—
DCAF 2014
(available in English, French, and Portuguese)

Security Sector Legislation in the Kyrgyz Republic: A Review
Mindia Vashakmadze
—
DCAF 2013
(available in Kyrgyz and Russian)

Security Sector Legislation in the Republic of Tajikistan: A Review
Mindia Vashakmadze
—
DCAF 2013
(available in Russian and Tajik)

DCAF Handbooks

DCAF Handbooks are practical guides to specific issues of Security Sector Governance. They provide examples, best practices, norms and standards, as well as guidelines and checklists. In order to be accessible to the largest possible audience, DCAF Handbooks are published in multiple languages. All titles are available at www.dcaf.ch/Publications
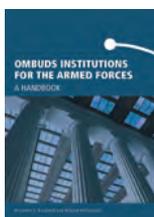
Ombuds Institutions for the Armed Forces: A Handbook

Benjamin S. Buckland and William McDermott

—

DCAF 2012
(available in Albanian, Arabic, English, Russian, Serbian, and Ukrainian)

Parliamentary Oversight of the Security Sector:
ECOWAS Parliament-DCAF Guide for West African Parliamentarians

Hans Born, Jean-Jacques Gacond, and Boubacar N'Diaye (eds)

—

DCAF, ECOWAS Parliament 2011
(available in English, French, and Portuguese)

Monitoring and Investigating the Security Sector

Eden Cole and Katrin Kinzelbach (eds)

—

DCAF; UNDP 2007
(available in Dari, English, and Russian)
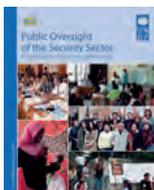
Public Oversight of the Security Sector
Eden Cole, Kerstin Eppert, and Katrin Kinzelbach (eds)
—

DCAF; UNDP 2008
(available in Dari, English, French, Pashto, and Russian)
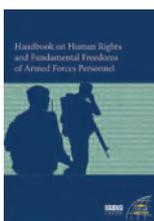
**Handbook on Human Rights and Fundamental Freedoms
of Armed Forces Personnel**
Hans Born and Ian Leigh
—

DCAF; OSCE/ODIHR 2008
*(available in Albanian, Armenian, Azerbaijani, Bosnian, Croatian, English,
French, Georgian, Russian, Serbian, and Spanish)*
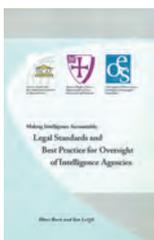
Making Intelligence Accountable
Hans Born and Ian Leigh
—

DCAF; Parliament of Norway; University of Durham 2005
*(available in Albanian, Arabic, Bulgarian, Croatian, Dari, English, Georgian,
Indonesian, Macedonian, Pashto, Russian, Serbian, Spanish, Turkish, and
Ukrainian)*

Parliamentary Oversight of the Security Sector
Hans Born, Philipp Fluri, and Anders Johnsson (eds)
—

DCAF; IPU 2003
*(available in Albanian, Arabic, Armenian, Azerbaijani, Bosnian, Bulgarian,
Croatian, Dari, English, Estonian, Farsi, French, Georgian, German, Han
(both Simplified and Traditional variants), Hungarian, Indonesian, Japanese,
Kazakh, Kyrgyz, Latvian, Macedonian, Mongolian, Nepali, Pashto, Polish,
Portuguese, Romanian, Russian, Serbian, Slovenian, Spanish, Tajik, Tetum,
Thai, Turkish, Ukrainian, Urdu, and Uzbek)*

DCAF Toolkits
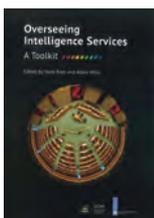
Overseeing Intelligence Services: A Toolkit
Hans Born and Aidan Wills (eds)

—

DCAF 2012
(available in Albanian, Bosnian, Croatian, English, Macedonian, and Serbian)
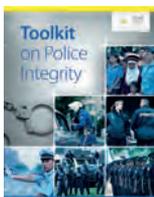
Toolkit on Police Integrity
Pierre Aepli (ed.)

—

DCAF 2012
(available in Albanian, Armenian, Croatian, English, Macedonian, Romanian, and Serbian)

Gender & Security Sector Reform Toolkit
Megan Bastick and Kristin Valasek (eds)

—

DCAF; OSCE/ODIHR; UN-INSTRAW 2008
(available in Arabic, English, and French)
www.gssrtraining.ch
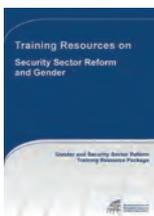
The Gender and Security Sector Reform Training Resource Package
Megan Bastick and Kristin Valasek (eds)

—

DCAF 2008
(available in English and French)
www.gssrtraining.ch
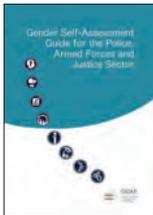
Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector
Megan Bastick
—
DCAF 2011
(available in Albanian, Arabic, English, and French)
www.gssrtraining.ch

Legislating for the Security Sector
—
DCAF 2011-2012
(available in Arabic, English, and French)

The Role of the Media in Security Sector Governance: A Toolkit for Trainers
—
DCAF 2013
(available in English)

Horizon 2015 Working Papers

DCAF's Horizon 2015 project identifies and examines the manifold challenges that will have a major impact on SSG and SSR in the near future. All working papers in the Horizon 2015 series are available in English and can be downloaded free of charge from the DCAF website at www.dcaf.ch/publications

On Cyberwarfare
Fred Schreier

—

DCAF 2012

International Coherence in Security Sector Reform
Alan Bryden

—

DCAF 2011

Armed Non-State Actors: Current Trends & Future Challenges
DCAF and Geneva Call

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DCAF 2011

Cyber Security: The Road Ahead

Fred Schreier, Barbara Weekes, and Theodor H. Winkler

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Private Military & Security Companies:
Future Challenges in Security Governance

Benjamin S. Buckland and Anne-Marie Buzatu

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DCAF 2010

Public Private Cooperation:
Challenges and Opportunities in Security Governance

Benjamin S. Buckland and Theodor H. Winkler

—

DCAF 2010

Democratic Governance Challenges of Cyber Security

Benjamin S. Buckland, Fred Schreier, and Theodor H. Winkler

—

DCAF 2010

Trends and Challenges in International Security

Fred Schreier

—

DCAF 2010

DCAF SSR Papers

In 2011, DCAF launched the SSR Papers – a flagship publication series intended to contribute innovative thinking on important themes and approaches relating to SSR in the broader context of security sector governance. SSR Papers provide original and provocative analysis on topics that are directly linked to the challenges of a governance-driven security sector reform agenda. Three new SSR papers were published in 2013 and all titles in the SSR Papers series can be downloaded free of charge at www.dcaf.ch/ssrpapers

SSR Paper 10
Dealing with the Past in Security Sector Reform
Alexander Mayer-Rieckh

—

DCAF 2013

SSR Paper 9
The "Democratic Soldier": Comparing Concepts and Practices in Europe
Sabine Mannitz

—

DCAF 2013

SSR Paper 8
The Paradox of Gendarmeries: Between Expansion, Demilitarization and Dissolution
Derek Lutterbeck

—

DCAF 2013

SSR Paper 7
Mapping Evolving Internal Roles of the Armed Forces
Marc Krupanski and Albrecht Schnabel

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DCAF 2012

SSR Paper 6
Measuring the Impact of Peacebuilding Interventions on Rule of Law and Security Institutions
Vincenza Scherrer

—

DCAF 2012

SSR Paper 5
The Rule of Law and Security Sector Reform: Conceptualising a Complex Relationship
Christoph Bleiker and Marc Krupanski

—

DCAF 2012

SSR Paper 4
International Intervention and the Use of Force: Military and Police Roles
Cornelius Friesendorf

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DCAF 2012

SSR Paper 3
UN Use of Private Military and Security Companies: Practices and Policies
Åse Gilje Østensen

—

DCAF 2011

SSR Paper 2
Arab Uprisings and Armed Forces:
Between Openness and Resistance
Derek Lutterbeck

—

DCAF 2011

SSR Paper 1
Security Sector Reform:
Narrowing the Gap between Theory and Practice
Hans Born and Albrecht Schnabel

—

DCAF 2011

DCAF Backgrounders

DCAF Backgrounders provide clear and concise introductions to topics of security sector governance and reform that are of primary concern to practitioners. Backgrounders have been written on 26 topics thus far and have been translated into numerous languages.

Backgrounders can be downloaded free of charge from the DCAF website at www.dcaf.ch/backgrounders

- **Child Soldiers**
- **Contemporary Challenges for the Intelligence Community**
- **Defence Attachés**
- **Defence Reform**
- **Democratic Control of Armed Forces**
- **Intelligence Services**
- **Female Staff Associations in the Security Sector**
- **Gender and Security Sector Reform**
- **Military Ombudsman**
- **Multiethnic Armed Forces**
- **National Security Councils**
- **National Security Policy**
- **Parliamentary Committees on Defence and Security**
- **Parliamentary Oversight of Intelligence Services**

- **Parliament's Role in Defence Budgeting**
- **Parliament's Role in Defence Procurement**
- **Police Reform**
- **Private Military Security Companies**
- **Security Sector Governance and Reform**
- **Security Sector Reform and Human Rights**
- **Security Sector Reform and Intergovernmental Organisations**
- **Security Sector Reform in Post-Conflict Peacebuilding**
- **Sending Troops Abroad**
- **States of Emergency**
- **Trafficking in Human Beings**
- **Vetting and the Security Sector**

DCAF Websites

DCAF strives towards greater transparency and seeks to spread knowledge about its activities by hosting and maintaining a number of websites. These websites provide up-to-date information on all of DCAF's activities and facilitate online fora for the sharing of information among experts and practitioners of SSR.

- **www.dcaf.ch**
  DCAF's main website provides information about the organisation and its main thematic and regional areas of activity.

- **issat.dcaf.ch**
  The website of DCAF's International Security Sector Advisory Team (ISSAT) provides access to ISSAT's community of practice (CoP), training course information, ISSAT and member blogs, a resource library and a forum that allows members to receive and contribute comments on various practical issues of interest to the CoP.

- **www.dcaf-tfna.org**
  The website of DCAF's Trust Fund for Security Sector Development Assistance in North Africa provides detailed information about the Fund's activities in Egypt, Libya, Morocco, and Tunisia as well as about the participating donor states and the status of their contributions.

- **www.icoc-psp.org**
  This website is devoted to the International Code of Conduct for Private Security Service Providers (ICoC), containing up-to-date information on the Code's signatories and the development of the Code's Oversight Mechanism.

- **www.icoaf.org**
  The website of the International Conference of Ombuds-Institutions for Armed Forces.

- **www.gssrtraining.ch**

  This website complements DCAF's thematic programme on the integration of gender into security sector reform. It provides links to a wide range of online resources and training materials on gender and SSR including from the *Gender and Security Sector Reform Toolkit, Gender and Security Sector Reform Training Resource Package,* and *A Women's Guide to Security Sector Reform*, etc.

- **www.asset-ssr.org**

  The website of the Association for Security Sector Reform Education and Training (ASSET).

- **www.ipf-ssg-sea.net**

  The website of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG).

- **www.dcaf-tunisie.org**

  This website documents DCAF's activities in Tunisia and supports its work in the security sector and justice reform. The content is available in Arabic, English and French.

- **www.legislation-securite.tn**

  This comprehensive database contains legislation governing Tunisia's security sector as well as treaties that Tunisia has signed in the field of human rights, security and defence cooperation. The content is available in Arabic and French.

- **spcp2012-16.ch**

  The website of the Swiss Regional Police Cooperation Programme in the Western Balkans.

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) 741 77 00
Fax: +41 (22) 741 77 05

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

DCAF Ljubljana
Dunajska cesta 104
1000 Ljubljana
Slovenia
Tel: + 386 (3) 560 9 300
Fax: + 386 (3) 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
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the rule of law