Annual Report 2014

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

DCAF
a centre for security development and the rule of law

Published by

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Table of Contents

DCAF at a Glance 5
Director's Introduction: On the Move 9
Transition to Results-Based Management 16
The Maison de la Paix 20

I. Cooperation with International Organisations 23
United Nations 25
European Union 29
Organization for Security and Co-operation in Europe 35
NATO and the NATO Parliamentary Assembly 40
Economic Community of West African States 45
African Union 47
International Organisation of La Francophonie 49
Inter-Parliamentary Union 51

II. Regional Cooperation 53
Southeast Europe 55
Newly Independent States 68
Middle East and North Africa 75
Sub-Saharan Africa 81
Asia 90
Latin America and the Caribbean 98

III. Global Issues in 2014 101
Parliamentary Assistance 103
Private Security Governance 109
Business and Security Sector Reform 115
Cyber Security, Digital Policy and Internet Governance 119
Ombuds-Institutions for the Armed Forces 123
Gender and Security Sector Reform 128
Integrity Building 133
Asylum, Migration and counter-Trafficking in Human Beings 135
Global Health and Security 140

IV. The International Security Sector Advisory Team 145

Annexes 157
DCAF Foundation Council 159
DCAF Bureau 165
DCAF International Advisory Board 166
DCAF International Security Sector Advisory Team (ISSAT) 169
DCAF Trust Fund for Security Sector
Development Assistance in North Africa 170
DCAF Organisation Chart and Offices 171
DCAF Staff 172
DCAF Secondees 173
DCAF Accounts 174
DCAF Donors 182
DCAF Publications 184
DCAF Websites 201

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.

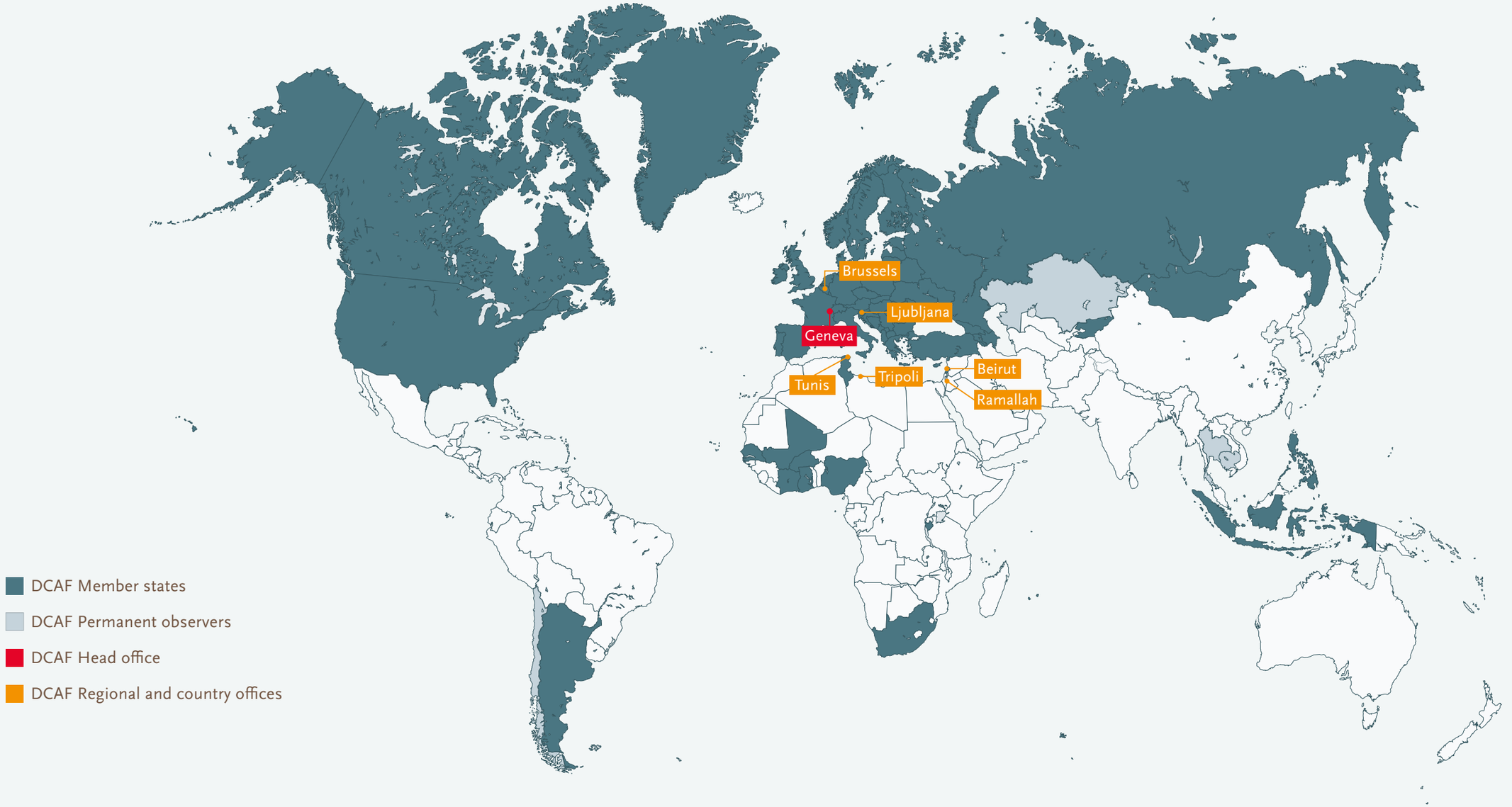
The Centre's Foundation Council, which consists of member states, includes 62 governments, as well as four governments and two international organisations that have permanent observer status.

DCAF is based in Geneva at the Maison de la Paix 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 some 150 staff from almost 40 countries.

In 2014, DCAF's financial revenue reached 35.26 million Swiss francs – of which Switzerland financed 55.3 per cent and other member states and international organisations 44.7 per cent. All contributions to DCAF are Official Development Assistance (ODA) eligible.

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

DCAF Member States 2014



Director's Introduction: On the Move

View of the completed Maison de la Paix. © 2015 IHEID / G.Sciboz

In January 2015, DCAF moved into its new, modern premises in the Maison de la Paix, located in the very heart of International Geneva. Occupying eight floors across a total of 3,500 m², all of DCAF's Geneva-based staff is now grouped together for the first time under one roof, and its new premises offer an array of possibilities with regards to the highly functional logistical infrastructure and the close proximity to other key international actors in Geneva. The Maison de la Paix renders cooperation with partners both much easier and more natural. Most importantly perhaps, the move to the Maison de la Paix was felt by DCAF staff as a clearly positive endeavor, as a departure to new and promising shores.

Yet at the beginning of 2015 DCAF was not only physically on the move: the Centre is also moving forward as an institution.

DCAF's Foundation Council comprises 62 member states and six permanent observers. With the addition of France and Norway, the Bureau of the Council was broadened from five to seven members. Additionally, in 2014 Mali succeeded the UK in the Bureau, and thus became the first African country to join this executive body of DCAF's Foundation Council.

The management of the Centre was strengthened through the nomination of two senior advisors to the Director, respectively for defense and development issues. Further measures, notably the creation of a Chief Financial Officer position, are also planned. And in 2014, DCAF adopted an internal gender policy, a policy against sexual harassment, a policy on travel security, and a policy on seconded personnel.

In line with the practice to review the Centre's overall strategy every four years, DCAF's management began drafting a new strategy for the period 2016–2019. In parallel, the transition towards Results-Based Management continues, a process which is being conducted in close cooperation with the Swiss Agency for Development and Cooperation (SDC) as well as other stakeholders. Furthermore, DCAF's accounting procedures are being upgraded to the Swiss GAAP FER 21 system in order to comply with the highest standards of the international development community.

In 2014, DCAF underwent two independent external evaluations, one being initiated by Norway, the other by Switzerland, as per both countries' procedural requirements for the granting of funds. The Centre passed these tests with flying colours and was highly praised for the quality of its work. The recommendations contained in the two evaluations provide valuable guidance to the ongoing reform process for DCAF.

One of DCAF's guiding principles has always been its determination to constantly improve its performance, to adapt to a continuously changing international environment, and to stay at the cutting edge in its work. These efforts do not go unrewarded. Thus, DCAF was, for the fifth consecutive year, featured among the world's top think tanks on the *Global Go To Think Tank Index* compiled by The Think Tanks and Civil Societies Program at the University of Pennsylvania. Out of

6,500 think tanks from 182 countries, DCAF was ranked number 17 in the Governance category and number 34 in the Defense category. As in the previous year, DCAF was one out of only six institutions to be ranked in both categories.

In 2014, the number of mandates entrusted to the Centre continued to grow, and the Centre concluded the year with a global financial result of CHF 35.26 million, of which Switzerland contributed 55.3 per cent and other members 44.7 per cent. The Centre's total financial revenue grew, as in every single year since its creation in 2000 – the 2014 growth rate amounting to 1.3 per cent – a figure that is respectable against the background of widespread economic difficulties among the key donor countries. Most encouraging was also the recommendation by the Swiss government to the Parliament, adopted in November 2014, to raise the Swiss core contribution to the three Geneva Centres (the Geneva Centre for Security Policy, the Geneva International Centre for Humanitarian Demining, and DCAF) for the period 2016–2019 from CHF 119.9 million to CHF 129.0 million. The Parliament's final decision is expected in the fall of 2015. If the recommendation is adopted, DCAF's share will rise for the four-year period from CHF 44.7 million to CHF 48.0 million in core funding.

In short, DCAF is in many respects on the move. It does not rest on its laurels, but constantly seeks to improve its performance, its relevance, and its impact on the ground. This drive becomes even more evident if one looks at the work of the Centre's Divisions in 2014.

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, as well as cooperation with the Inter-Parliamentary Union, NATO, and the NATO Parliamentary Assembly. It also implements selected SDC programmes in Southeast Europe.

In 2014, cooperation continued with stakeholders in Armenia, Georgia, Kyrgyzstan, Mongolia, and Ukraine on a range of security governance issues with regards to capacity building and policy advice. Substantive involvement continued in NATO's building integrity and anti-corruption initiatives via the Building Integrity Tailored Programme for South Eastern Europe.

Furthermore, DCAF sustained its work against trafficking in human beings (THB). It oversaw three SDC-funded projects in Romania on

asylum and counter-THB and two on assistance to victims of trafficking in Bulgaria. Additionally, DCAF plays a major role in the EU-funded DemandAT research project, analysing the role of the security sector in countering THB.

Research Division

In 2014, the Research Division continued to pursue three of DCAF's established thematic programmes – Democratic Governance, Security Institutions, and the UN and Security Sector Reform (SSR) – as well as a regional and in-country programme in Southeast Asia.

Highlights of its work in 2014 included (i) supporting an innovative arrangement which involved deploying the head of the UN & SSR Programme to UN DPKO's SSR Unit, (ii) providing support to the OSCE in implementing some of the recommendations that emerged from the mapping study on *The Role of the OSCE in Security Sector Governance and Reform*, as well as (iii) continued support to the International Conference of Ombuds-Institutions for Armed Forces (ICOAF) and hosting of the 6th ICOAF in Geneva, with 37 states represented at the conference.

The Division's 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 Myanmar. In the latter, DCAF is implementing the police accountability and good governance component of a major EU police reform support project, including supporting the formulation of a police vision, the review of the legal framework, regulations, and manuals of the police, as well as the improvement of the accountability of the police to the Parliament.

International Security Sector Advisory Team (ISSAT)

With 63 mandates and activities undertaken for 14 Members across four continents in 2014, DCAF's ISSAT expanded its geographical reach, working for the first time in Gabon, Moldova, Pakistan, and Sierra Leone and repeated its engagements in countries such as Albania, Burundi, and Honduras.

Undoubtedly, one of the highlights of 2014 was the Africa Forum on Security Sector Reform, entitled 'SSR as a Key Component of Stabilisation and Peace-building Processes in Africa'. Held in Addis Ababa in November 2014, this event brought together over 250 policy makers, analysts, and practitioners to discuss the challenges

of supporting SSR processes and opportunities for cooperation and policy development.

Operational Division Southeast Europe

DCAF's assistance efforts in Southeast Europe remained focused on supporting the adoption of European norms and standards in the area of security sector governance (SSG), in particular in strengthening regional police cooperation in the fight against serious and organized crime in line with EU best practices. DCAF contributed to national reform processes within ministries of interior and police, notably in Serbia, by providing tailored advice and conducting comprehensive assistance efforts on themes such as strategic management, human resources management, and the development of police integrity systems.

In 2014, DCAF also assisted parliaments in Southeast Europe in reviewing and amending legislation relevant to SSR and SSG and fostered the development of local expertise and capacity to enhance security sector oversight processes and regional parliamentary dialogue. Furthermore, DCAF continued to backstop research and advocacy efforts undertaken by civil society throughout Southeast Europe with the aim to strengthen the regional demand for improved transparency and accountability of the security sector and raise the quality of national debate on SSG.

Operational Division Middle East and North Africa (MENA)

DCAF's work in the MENA region is anchored in a strong local presence, with active support provided by the Centre's regional offices in Ramallah (Palestine), Beirut (Lebanon), Tunis (Tunisia), and Tripoli (Libya).

In the Occupied Palestinian Territories, the main focus of the Division's work in 2014 was the enhancement of complaints mechanisms for Palestinian citizens with regards to strengthening the rule of law and the accountability of the security forces. In Tunisia, DCAF assisted the authorities in the reform of the Tunisian intelligence service according to international best practice. As a result of DCAF's support, a national dialogue on this subject was initiated and an inter-ministerial Task Force was established which will develop an intelligence governance reform strategy.

In 2014, supplementing DCAF's engagement with actors in the region, the Centre now offers a range of online resources, including Security Sector Observatories for Egypt, Libya, Palestine, and Tunisia as well

as multilingual, searchable databases of all legislation governing the security sectors in Tunisia and Libya.

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

DCAF's Operational Division Sub-Saharan Africa & Gender and SSG/SSR was created in 2012 as a result of a merger between DCAF's Gender and Security Programme and its sub-Saharan Africa Programme.

During 2014, on the African continent the Division realised two major achievements. Firstly, with DCAF's guidance the Malian government adopted a decree creating the national steering committee on SSR, which clarifies the roles of the different ministries, oversight actors, and the leadership and international partners in the reform process. Once implemented, the steering committee will be pivotal for the Malian authorities' adoption of a participatory and inclusively coordinated SSR process. Secondly, as a result of DCAF's support to the Directorate of Gender Affairs of the Sierra Leone Police (SLP), the reviews of the SLP Gender Mainstreaming Policy and the SLP Policy for the Prevention of Sexual Exploitation, Abuse and Harassment were approved by the SLP Executive Management Board in November 2014.

In Southeast Europe, and as a result of DCAF support, a panel of nine judges from Bosnia and Herzegovina developed and published the first ever judicial benchbook on domestic violence case evaluation. Members of the panel went on to deliver training to over 130 members of the judiciary of Bosnia and Herzegovina on domestic violence using the benchbook. Its development and publication is expected to contribute to long-term improvement in judicial practice and increased consistency of practice in domestic violence criminal cases. Likewise, given DCAF's involvement, a working group of court presidents, judges and representatives of relevant institutions developed the first ever model policy to prevent sexual and gender-based harassment for the judiciary of Bosnia and Herzegovina. Implementation of the policy is expected to contribute to long-term efforts to affect gender equality within the judiciary of Bosnia and Herzegovina.

Operational Division Public Private Partnerships

DCAF's Public Private Partnerships Division fosters partnerships that bring together states, international organisations, civil society, and the commercial sector to more effectively address new and evolving security governance challenges.

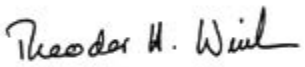
In 2014, DCAF continued to fulfil its role as Switzerland's strategic implementing partner in the field of private security regulation. DCAF's Public Private Partnerships Division supported the establishment of the Association of the International Code of Conduct as an independent, Geneva-based association responsible for the governance and implementation of the International Code of Conduct for Private Security Service Providers. DCAF has also reinforced its commitment to the Montreux Document through accepting its nomination as secretariat of the newly-created Montreux Document Forum.

In 2014, DCAF broke new ground in the area of business and security sector reform. In partnership with the International Committee of the Red Cross (ICRC), DCAF has launched an innovative programme of work to develop practical guidance for the global extractive industry on working with public and private security, including the DCAF-ICRC toolkit on *Addressing Security and Human Rights Challenges in Complex Environments* and a specially designed Knowledge Hub.

DCAF also seeks to promote multi-stakeholder approaches and public-private partnerships in the wider security governance field. In order to shape the debate on cyber security governance, in 2014 DCAF co-organised with DiploFoundation the first in a cycle of Geneva Internet Conferences: Internet Governance at a Crossroads.

At the beginning of 2015, it is clear that DCAF has moved forward as an institution; it remains proactive, committed, and progressive with its wide-reaching activities promoting the highest standards in security sector governance and reform. And thus it remains one of the key sources in the world for guidance and expertise in these fields.

DCAF is committed to continue its wide-reaching achievements in 2015 through sharing and developing its expertise, the transition to Results-Based Management, as well as benefiting from the rich opportunities for cooperation around and within the Maison de la Paix.



Ambassador Dr. Theodor H. Winkler
DCAF Director

Transition to Results-Based Management

In 2014, DCAF began the process of introducing results-based management (RBM) as a tool for enhancing its strategic management, strengthening accountability towards its partners, and supporting lessons learning. RBM is an important mechanism for focusing the organisation's efforts on, ultimately, the achievement of expected higher-level results as opposed to activities and outputs.[1] As such, it is a powerful tool for steering work processes and encouraging corrective action in the challenging environments in which security sector reform (SSR) support often takes place. RBM encompasses the entire programming cycle, from planning and implementation to monitoring and reporting, and lastly to evaluation. In practice, and in particular in the area of SSR, international actors have frequently struggled to introduce a solid system for measuring results. This is because it is considered difficult to observe the results of SSR interventions, which are often qualitative in nature. While DCAF divisions have developed various internal methods to strengthen their monitoring and evaluation approaches, what has been lacking to date is a strategic approach at the corporate level which brings these efforts together under a common goal and shared understanding of how to reach it.

The rationale for results-based management

The rationale for DCAF's move towards introducing an RBM system is threefold. First, it is intended as a method to strengthen DCAF's overall strategic management approach. Setting out a clear vision of our goals will support the improvement of our approach to planning, which is based on a common understanding of expected results. In

[1] RBM is defined as "A management strategy focusing on performance and achievement of outputs, outcomes and impacts." OECD DAC, Glossary of Key Terms in Evaluation and Results Based Management (2002).

parallel, there will be a need to enhance the monitoring of our progress towards achieving these results in order to facilitate strategic steering and enable timely adaptation to emerging challenges. In essence, improved empirical knowledge is a necessity for more informed decision-making.

Second, it is expected that RBM will strengthen accountability towards partners. This is considered of crucial importance, for instance, in the context of our collaboration with the Swiss Agency for Development and Cooperation (SDC). The introduction of an RBM approach was one of the main recommendations emerging from an independent external evaluation of the three Geneva Centres in 2014, mandated by the SDC[2]. At the same time, it is also envisaged to be of great value for our other donors. In particular, it should lead to the provision of more accurate insights into DCAF's contribution to results. It is also expected to reduce current reporting burdens by introducing a standardized approach to compiling information on our strategic results which can be tailored to the needs of various partners. It should thus result in both strengthening and streamlining the reporting towards donors.

Finally, it is anticipated to strengthen lessons learning and, accordingly, to reinforce DCAF's position as a leading institution in the area of SSR. DCAF has a responsibility to continuously improve its efforts to understand its impact, to learn from it, and to share its experience with other actors. SSR as a policy concept, being relatively young and having suffered from limited efforts in monitoring and evaluation, does not benefit from as strong an evidence base as other related policy areas. It is envisaged that DCAF's efforts ultimately lead to increasing evidence of SSR success which may be beneficial for a wider audience. It will also strengthen DCAF's legitimacy as it continues to advise national and international actors on approaches to supporting monitoring and evaluation of SSR.

With DCAF's move to the Maison de la Paix, the time is ripe to chart a new course which demonstrates the organisation's continued commitment to being on the cutting edge of SSR. DCAF's decision to introduce a corporate-level RBM approach is now explicitly outlined in the Message to the Swiss Parliament on the framework credit 2016–2019 for the three Geneva Centres ('*Crédit-Cadre pour la poursuite*

[2] External Evaluation of the Geneva Centres, GCSP, GICHD and DCAF (2010–2013). Final report. Submitted by the InnovaBridge Foundation, 16 June 2014.

du soutien aux trois Centres de Genève') and in the annual agreement for 2015 between the Swiss Confederation and DCAF. It will also figure prominently in DCAF's new strategy paper for 2016–2019 which is currently in development.

The development of the RBM approach

The move to introducing an RBM system in any organization is a large process and, as such, must be given the necessary time to garner commitment for its implementation. The process in DCAF's case was thus designed to ensure the contribution of its various divisions and combined both a bottom-up and top-down approach. DCAF divisions first reflected on their own internal 'theories of change', with the aim of using these as building blocks for a DCAF corporate results framework. In particular, in the course of 2014, two DCAF-wide RBM workshops were held at the Directing Board level and in collaboration with SDC to obtain feedback on divisional experiences and to identify common ground between them. An internal working group led by the Research Division and composed of experts from various divisions was set up in October 2014 to take the process forward. The corporate results framework which emerged from this is expected to inform the revision of the divisional theories of change in order to re-align them to the overarching corporate approach.

Since DCAF first started transitioning to RBM significant progress has been made. DCAF now has a corporate results framework in place which describes its main activity lines and how they are expected to contribute to its overarching goal of improved security for the state and its people within a framework of democratic governance, the rule of law, and respect for human rights. For DCAF, the main assumption is that enhanced governance (regarding both effectiveness and accountability) of national security sectors will lead to improved security for the state and its people. The results framework clearly makes a distinction between the two avenues through which DCAF can influence change. The first avenue is through direct support to national actors to effectively implement and/or support inclusive and participatory reforms aimed at enhancing the governance of the security sector. The second avenue is to support international actors that provide effective and coherent support to nationally-led and locally owned reforms aimed at enhancing the governance of the security sector. DCAF's four activity lines (creating knowledge products, promoting norms and good practices, providing legal and policy advice, and developing capacities) are used to provide support across both avenues.

Way Forward

The development of a corporate level results framework for DCAF is a significant step, in and of itself. However, there is a need to maintain the momentum and put in place a mechanism for monitoring results. As a first step towards building the monitoring system, DCAF is currently in the process of identifying fields of observation and indicators to accompany the results framework. This will then require the development of a data collection strategy in order to ensure that the fields of observation can be populated with the appropriate baseline information. Finally, this will enable the piloting of the monitoring system and facilitate the improvement of DCAF's approach to reporting. While it is recognized that there will be the necessary elements of trial and error during the piloting of the system, it is expected that this will lead to strengthened strategic steering and management, enhanced transparency and accountability regarding DCAF's objectives and expected results, and, more broadly, a meaningful contribution to improved lessons learning in the field of SSR.

The Maison de la Paix

Since January 2015, DCAF, the two other Geneva Centres, and several other organisations active in the areas of security and development, are united under the roof of the Maison de la Paix – a brand new office complex located in the very heart of International Geneva, right next to the United Nations. The CHF 230 million building with its 38,000 m^2 belongs to the Geneva-based Graduate Institute of International and Development Studies (IHEID), an academic institution of global standing.

The site is composed of six towers, with DCAF being located on floors 5–9 in Tower 5 and floors 5–7 of the adjacent Tower 6. DCAF occupies a total surface area of 3,500 m^2 which includes some 80 offices for 150 staff, 7 private meeting rooms, a multipurpose open plan space, and a cafeteria. The improvement for DCAF has been dramatic: prior to the move, DCAF's Geneva staff was scattered over five different office properties, but is now grouped together in a highly modern, light flooded and attractive facility that offers a functional working environment as well as the impressive logistical infrastructure DCAF sorely missed so far. At the disposal of DCAF are a 600 seat auditorium, a 5,000 m^2 library, a cafeteria, a restaurant, and a large number of conference and meeting spaces. The IHEID also offers frequent public lectures given by members of Geneva's expert community and by politicians, decision makers, and other prominent figures that visit the city every year.

The Maison de la Paix is, however, much more than just an office complex. Not only does it create a critical mass of knowledge and expertise, it embodies a vision and offers unique opportunities for cooperation to the international community. Along with the IHEID and DCAF, it houses the Geneva Centre for Security Policy (GCSP), the Geneva International Centre for Humanitarian Demining (GICHD), Interpeace, the Small Arms Survey, the Gender and Mine Action Programme, the World Business Council for Sustainable Development, and the Right Livelihood Award Foundation.

A further group of partner organizations is hosted by DCAF on the second floor of the World Meteorological Organisation (WMO) building, directly adjacent to the Maison de la Paix. These partner organizations range in their specializations from internet governance and cyber-security (DiploFoundation / Geneva Internet Platform) to justice and international law (Justice Rapid Response, the International Institute for Humanitarian Law, the Global Initiative Against Transnational Organized Crime), arms control and disarmament (Pugwash Conferences on Science and World Affairs and the Geneva Peace Research Institute), private security governance (The International Code of Conduct Association, ICoCA), water resource management (WaterLex and the Global Programme Water Initiatives), and demining (Swiss Foundation for Mine Action). A dedicated office space is also reserved for a Think Tank Hub consisting of permanent and visiting partners, including in particular partners from the Global South.

Furthermore, close cooperative links are being forged between the Maison de la Paix community and the United Nations Office at Geneva (UNOG), the UN family generally, the International Committee of the Red Cross (ICRC), the University of Geneva, as well as the Geneva-based NGOs.

As such, the vision for the Maison de la Paix is to develop it as a place to meet, to think, and to act. "A place to meet" for the simple fact that the facility, through its very size, location and infrastructure, provides a venue most welcome in International Geneva, offering complementarity with the UNOG, the *Centre international de conférences de Genève*, and other large conference conveyors in Geneva. "A place to think" not only because of the high concentration of knowledge and expertise brought together under one roof, but even more so because of the multidisciplinary working groups (also known as "platforms") uniting partners from inside and outside the Maison de la Paix in flexible and variable ways. So far, such platforms have been created in the areas of peacebuilding, cyber security, global health, and gender and diversity, with platforms on disarmament and governance to follow. And lastly, the Maison de la Paix is "a place to act" because DCAF and several of its new neighbours run hundreds of practical assistance projects on the ground around the globe. The Maison de la Paix is thus not only strengthening International Geneva, but it clearly has the potential to evolve into a one stop service provider for major multilateral, international, and regional bodies.

Federal Councillor Didier Burkhalter participates in the commemorative tree planting at the inauguration of the Maison de la Paix in October 2014. © 2014 Geneva Centre for Security Policy

For institutions that are part of this network, like DCAF, the result is highly positive. While each partner retains full independence, their physical proximity to one another naturally facilitates and encourages collaboration. Cross-organisational partnerships on topics of common interest, undertaken thus far, have clearly demonstrated the value of fostering synergies and sharing expertise. That is also the view taken by the Swiss government, which has not only recommended to increase the Swiss core funding to the three Geneva Centres for the period 2016–2019, but also intends to allocate from 2016 onwards CHF 1.4 million annually for inter-institutional cooperation among the Maison de la Paix community, International Geneva, and even beyond.

For DCAF, the Maison de la Paix is, in short, not only a new home, but an opportunity, and has already set the stage for great collaborative endeavours in the years to come.

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.
2008–2014	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.

Milestones:

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).
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.

In 2014, DCAF continued to provide support to the United Nations through an innovative arrangement. Following a formal request from Assistant Secretary-General for Rule of Law and Security Institutions Dmitry Titov in 2013, the Swiss Federal Department of Foreign Affairs agreed to support the UN's security sector reform (SSR) Unit by temporarily deploying the Head of DCAF's UN and SSR Programme to the Department for Peacekeeping Operations (DPKO). The principal objective of the deployment was to assist the UN Inter-Agency SSR Task Force in developing guidance on monitoring and evaluating UN support to SSR. The deployment resulted in the development of the draft UN Integrated Technical Guidance Note on *Monitoring and Evaluation of SSR* which is currently in the process of a system-wide consultation at both headquarters and in the field. The deployment to the SSR Unit also contributed to other results, notably, support to the development and adoption of the landmark UN Security Council Resolution on SSR under Nigeria's Presidency of the Security Council (SCR 2151 of 28 April 2014) as well as support to the design and delivery of the first training on the Integrated Technical Guidance Notes on SSR to UN staff in the field.

Collaboration with UN Agencies and Departments in the Field

In 2014, 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 2014:

Requested by	Activity
International Organisation for Migration (IOM)	• Ongoing partnership with the IOM field office in Sierra Leone related to a gender and security sector reform project at the community level.
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.
United Nations Mission in Côte d'Ivoire (ONUCI)	• Provided technical support to the ONUCI SSR Unit on an Open House and Marketplace event organised by the Ministry of Defence of Côte d'Ivoire for military women, which included a workshop on the integration of women in the Ivoirian military and gendarmerie. • Supported the design and facilitation of a self-evaluation workshop with the National Assembly of Côte d'Ivoire to inform the development of the oversight capacity of parliamentary committees in the fields of defence and security.
United Nations Office on Drugs and Crime (UNODC)	• Supported UNODC on behalf of Norway in conducting a scoping mission to provide background and context on the current police education and training system in Punjab, Pakistan and to determine the relevance and feasibility of a future comprehensive assessment of the police training and education system.
United Nations Office of the High Commissioner for Human Rights (OHCHR)	• DCAF began the process of revising the current draft of the next OHCHR Human Rights and Law Enforcement Training Package, which consists of a Training Manual, a Trainer's Guide, and a Pocket Book. The product will support training and assistance on human rights to law enforcement agencies and will update the OHCHR Human Rights and Law Enforcement Training Package originally issued in 1997. The training of law enforcement agencies to integrate human rights in their work is a key focus of OHCHR capacity building efforts. OHCHR's continued focus on the capacity building of national law enforcement institutions was also re-affirmed in its 2014–2017 strategic priorities.

‡ 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
United Nations Police (UNPOL)/United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)	• Cooperation with the UNPOL MINUSMA gender focal points on a survey study on the integration of gender within the security sector in Mali.
United Nations Police (UNPOL) UN Mission in Liberia (UNMIL)	• Supported the Swedish Police in an evaluation of the new UNPOL induction training. The objectives of the evaluation were to see (i) if the training better prepares UNPOL officers for their work in UNMIL and (ii) if a similar change in induction training in other missions would be useful.

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

Key Results 2014:

As a result of the support provided by DCAF, the UN has started to develop a common approach to measuring progress in the area of SSR through the development of a guidance note on monitoring and evaluation of SSR. It is expected to contribute to enhancing the effectiveness, coordination, and coherence of the support provided by the United Nations to national governments, in line with Security Council Resolution 2151.

As a result of the support provided by DCAF, the UNODC and Punjab Police proceeded to a full scale assessment of the police training and education system in Punjab, Pakistan.

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.
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. DCAF Ljubljana starts hosting the permanent secretariat of the Police Cooperation Convention for Southeast Europe (PCC SEE).
2010–2011	DCAF completes 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's ISSAT completes 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.
2013–2015	DCAF implements the police accountability and good governance component of the EU project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management'.
2014	DCAF joins the consortium Addressing Demand in Anti-Trafficking (in human beings) Efforts and Policies (DemandAT), a European Commission funded research project spanning 2014 to 2017.

Milestones:

2014	DCAF's e-learning modules on cross-border police cooperation in the European Union are integrated into the Learning Management System of the European Police College (CEPOL).

DCAF's engagement with the EU in 2014 focused around four key areas: security sector reform (SSR) capacity building for EU staff members; helping to shape EU engagement in the field; working with the EU to improve the delivery of security and justice services on the ground; and input to EU policy development and strategic thinking. This range of engagement underscores the deepening relationship between DCAF and the EU, and activities undertaken by DCAF over the year involved a much wider range of EU departments, missions, delegations, and institutions compared to 2013. Most notably, these included the European Security and Defence College (ESDC), European Police College (CEPOL), EU External Action Service (EEAS), Civilian Planning and Command Capability (CPCC), Crisis Management and Planning Directorate (CMPD), the Conflict Prevention, Peacebuilding and Mediation Division, the EU Delegation Kinshasa, EUCAP Sahel Mali, the EU Border Assistance Mission for Moldova and Ukraine (EUBAM), Frontex, the European Commission (Directorate-General (DG) Migration and Home Affairs (HOME), including the EU anti-trafficking coordinator, DG Neighbourhood and Enlargement (NEAR), DG Development and Cooperation), the General Secretariat of the Council, EUROPOL, and lastly EUROJUST.

SSR Capacity building for EU staff members

DCAF's International Security Sector Advisory Team (ISSAT) facilitated five EU-related trainings in 2014: two ESDC basic SSR training courses, one ESDC-accredited advanced level training course in Finland, one introductory session to the CEPOL course, and an advanced training tailored to an EU and Netherlands cross-Government audience. Follow-up impact assessments reviewing the extent to which the training was useful for participants when they returned to their positions have highlighted the relevance of the DCAF material on enhancing coordination, incorporating gender, and the application of basic principles of SSR to decision-making. DCAF also provided modules on gender and SSR to the Spanish-Dutch ESDC-accredited biannual courses on 'A Comprehensive Approach to Gender in Operations'.

In addition, DCAF's ISSAT supported CPCC in the development of operational guidance for Common Security and Defence Policy (CSDP) mission personnel. This input led to a subsequent request to produce a chapter on SSR for the new ESDC *Handbook on Missions and Operations*. DCAF has also been requested to produce a chapter on private security companies in civilian missions, drawing from the extensive experience it has developed in this area.

Helping to shape EU engagement in the field

DCAF's ISSAT reinforced a joint EU-UK team in the Democratic Republic of Congo (DRC) responsible for carrying out an assessment to inform the decision-making on future support to police reform of the EU and the UK's Department for International Development (DFID). In particular, the team analysed the implications and potential support required to enable the effective transition from EU SSR support, given the planned closure of the two CSDP missions in the DRC (EUSEC[3] and EUPOL[4]) at the end of 2014.

Improving the delivery of security and justice services at the regional level

In Southeast Europe, DCAF's cooperation with the EU continued in the areas of border security, border police cooperation, addressing irregular migration, and counter-trafficking in human beings.

A series of e-learning study modules was developed for CEPOL's Learning Management System in three areas of cross-border police cooperation, being Hot Pursuit, Mixed Patrols, and Data and Information Exchange, which are used as harmonized EU-level police education tools[5].

In close cooperation with EUBAM for Moldova and Ukraine, DCAF has been supporting capacity building for the Ministry and Border Guard Service of the Republic of Moldova. In addition, DCAF and EUBAM are developing a tailored, practically-oriented training programme targeting mid-level border security commanders from Moldova and Ukraine.

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[3] EU Mission to Provide Advice and Assistance for Security Sector Reform in the Democratic Republic of the Congo in the area of Defence

[4] EU Police Mission for the DRC

[5] https://enet.cepol.europa.eu

Furthermore, DCAF continued to host the permanent secretariat of the Police Cooperation Convention for Southeast Europe (PCC SEE) at its regional office in Ljubljana as well as remained the leading partner in the implementation of the Convention. Cooperation with the EU in this regard involves DG HOME, the EU agencies CEPOL, EUROPOL, and EUROJUST.

Under the Swiss Cooperation Agreement for enlargement, DCAF provides oversight for seven projects on asylum, migration, and counter-trafficking in human beings in Romania and Bulgaria. The aim is to assist these countries to prepare for accession to Schengen and to contribute to the reduction of the economic and social disparities in the enlarged EU in order to enhance stability and security on the European continent.

In Palestine, throughout 2014, DCAF has been implementing an EU-funded project to strengthen civil-democratic governance of the security sector, including the development of an appropriate legal framework and strengthening financial oversight of the security sector. Support has included helping to establish a temporary Palestinian expert task force on financial oversight in the security sector; training administrative officials of the Palestinian Legislative Council, governmental civil servants, and civil society representatives in best practices of financial oversight; and conducting a legal review of the Palestinian Authority's anti-corruption mechanisms.

In 2014, DCAF continued implementation of 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'. This is part of an EU mandate through the International Management Group, and 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.

Input to EU policy development and strategic thinking

DCAF has provided guidance at a number of high-level meetings over the year that have fed into EU strategic thinking, such as the seminar on 'EU-UN Partnerships in Crisis Management and Peace Operations: Best Practices and Next Steps' as well as the Africa Forum on SSR in Addis Ababa in November 2014.

In 2014, DCAF joined the consortium Addressing Demand in Anti-Trafficking (in human beings) Efforts and Policies (DemandAT), a European Commission funded research project spanning from 2014 to 2017. The project aims at informing political decisions on European and national levels that should ultimately eliminate or at least reduce suffering from the worst forms of exploitation in trafficking in human beings (THB). DCAF will lead a case study concerning the security sector and law enforcement during the project's second phase, 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 actors in addressing demand *vis-à-vis* THB in the EU.

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

Key Results 2014:

- As a result of EU-related trainings facilitated by DCAF'S ISSAT, participants in two ESDC basic SSR training courses, one ESDC-accredited advanced level training course in Finland, one introductory session to the CEPOL course, and an advanced training tailored to an EU and Netherlands cross-Government audience have gained knowledge and experience concerning enhancing coordination, incorporating gender, and the application of basic principles of SSR to decision-making, as was shown through a follow-up assessment.

- Having participated at a number of high-level meetings in 2014, DCAF has been able to provide guidance that has fed into EU strategic thinking; examples include the seminar on 'EU-UN Partnerships in Crisis Management and Peace Operations: Best Practices and Next Steps' as well as the Africa Forum on SSR in Addis Ababa in November 2014.

Key Results 2014:

- As a result of DCAF's support to the Police Cooperation Convention for Southeast Europe (as host of the Secretariat and leading partner in the implementation of the Convention), the eleven Contracting Parties to the Convention have improved their alignment with EU legal standards and practices in cross-border law enforcement. Important synergies have been developed in training, joint operational exercises, and information exchange, fostering mutual trust and improving institutional capacity to tackle security challenges.

- As a result of DCAF's support, the e-learning study modules for CEPOL's online training course increased the level of harmonisation in EU-level police education and training in Southeast Europe.

- As a result of the work carried out by DCAF on anti-corruption and financial oversight in the Palestinian security sector, under an EU-funded project, a knowledge hub on financial oversight at the operational level has been created. This has, for the first time, brought together the main operational actors to work on financial oversight in the security sector.

Organization for Security and Co-operation in Europe

Milestones:

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 the *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	The OSCE joins the Governing Board of DCAF's ISSAT. DCAF completes the mapping study on *The Role of the OSCE in Security Sector Governance and Reform*.
2014	DCAF supports the implementation of several recommendations emerging from the mapping study on *The Role of the OSCE in Security Sector Governance and Reform*. DCAF, OSCE ODIHR, and the OSCE Secretariat publish the Guidance Notes on *Integrating Gender into Security Sector Oversight*.

Subsequent to DCAF's selection as a strategic partner of Switzerland's 2014 OSCE Chairmanship-in-Office (CiO), in 2014 DCAF initiated a broad range of activities in support of the CiO. To this end, DCAF's strategic partnership with the Swiss government incorporated cooperation with the Foreign Ministry's dedicated Task Force and focal points in the Swiss Agency for Development and Cooperation (SDC).

DCAF's support to the CiO comprised 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. Between 2013 and 2015, the SDC allocated 0.5 million Swiss francs annually to support DCAF's work for Switzerland's Chairmanship-in-Office.

During the year, one of DCAF's key contributions to the Organization for Security and Co-operation in Europe (OSCE) was its support to the follow-up to the mapping study on *The Role of the OSCE in Security Sector Governance and Reform*, which was distributed as an official document of the Chairmanship (CIO.GAL/18/14) within the OSCE executive structures in January 2014. The DCAF 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 resulted in a set of recommendations for enhancing the effectiveness of the OSCE's approach to security sector governance and reform (SSG/SSR). DCAF supported efforts to disseminate the results of the study, notably by presenting these to the OSCE Security Committee and the OSCE Secretariat in February 2014. In June 2014, the OSCE prepared a formal management response to the study, which resulted in the implementation of several key recommendations. This included the establishment of a dedicated SSG/SSR position within the Secretariat to support the Organisation in developing a coherent approach, the organisation of a conference jointly with the UN as a means to exchange experiences, and developing internal OSCE guidelines on SSG/SSR to improve the coherence and effectiveness of support. Furthermore, the study also led to the creation of a Group of Friends of SSG/SSR to raise awareness among OSCE participating States.

DCAF supported the OSCE in the implementation of several of these endeavours in the course of 2014. Notably, it supported the organisation of the high-level conference on 'Strengthening OSCE–UN Co-operation on SSR', which was co-organized by the OSCE and the UN and co-hosted by Slovakia and Switzerland in Vienna on 7 July 2014. In October 2014, DCAF also began supporting the OSCE in developing its first set of internal guidelines on SSG/SSR. The guidelines will aim to provide OSCE executive structures and their staff with a tool to pursue a coherent and co-ordinated approach to supporting nationally-led SSG/SSR processes.

In 2014, DCAF continued national cooperation with OSCE offices including the OSCE Centre in Bishkek where cooperation resulted in the development of an enhanced crisis management capacity for the Kyrgyz government.

Thematically, DCAF continued collaboration with the OSCE Office for Democratic Institutions and Human Rights (ODIHR) and the OSCE Office of the Gender Advisor through the publication and promotion of three guidance notes on integrating gender in oversight of the security sector. These guidance notes – aimed respectively at police, armed forces, as well as ombuds-institutions and national human rights institutions – support gender mainstreaming both in how security sector institutions manage their own planning and personnel and how they deliver services and conduct operations. The guidance notes were also presented as part of the 'Global Summit to End Sexual Violence in Conflict' that took place in London in June 2014, with the participation of the Swiss Ambassador to the United Kingdom and the OSCE's Senior Gender Adviser. They were also presented to delegates to the OSCE Forum for Security Co-operation (FSC) in July 2014, stimulating an active discussion within the FSC on the importance of women, peace and security aspects in OSCE work in the first dimension. They were presented also in a side event during the annual OSCE Human Dimension Implementation Meeting in September 2014.

In October, DCAF co-organised the annual high-level 'OSCE Focus' conference for the fourth time. The conference in 2014 held particular importance because of the current crisis in Ukraine and the OSCE's efforts towards its resolution. Among the participants were high-ranking OSCE officials including the OSCE Secretary General, country ambassadors to the OSCE in Vienna, diplomats,

eminent experts, researchers, representatives from the UN and other international organisations, think tanks, and members of the Swiss Task Force.

DCAF also supported the Swiss Delegation to the OSCE Parliamentary Assembly (OSCE PA) in preparations for the OSCE PA's 2014 Autumn Meeting in Geneva in October. The meeting focused on 'New Security Challenges: the Role of Parliaments', with the title and content chosen in agreement with the Swiss (DFAE) OSCE Task Force, the Delegation of the Swiss Parliament to the OSCE Parliamentary Assembly, and the General Secretariat of the latter. The focus permitted discussions of issues important both to the Swiss Chairmanship and to International Geneva. The event was an ideal platform to present the work of the three Geneva centres and the new Maison de la Paix. The session was addressed by Federal President, OSCE Chairman in Office and Foreign Minister of Switzerland, Mr. Didier Burkhalter, and DCAF will publish the proceedings of the Autumn Meeting in 2015.

A 'History of the OSCE' covering the period between 1996 and 2003, collated from papers of the late Professor Victor-Yves Ghebali, was published in 2014 as *Le rôle de l'OSCE en Eurasia, du sommet de Lisbonne au Conseil ministériel de Maastricht (1996–2003)* (English: The Role of the OSCE in Eurasia, from the Lisbon summit to the Ministerial Council of Maastricht) and was launched at the Permanent Council of the OSCE in Vienna, December 2014 as part of the Ghebali Legacy Project.

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

Key Results 2014:

- As a result of the recommendations in DCAF's mapping study on the Role of the OSCE in Security Sector Governance and Reform, the OSCE established a dedicated SSG/R position within the Secretariat, began a dialogue process to exchange experiences on SSR with the UN, and started producing guidelines for its field staff. This is intended to foster a coherent OSCE approach to SSG/R support as well as to improve the effectiveness of support in the field.

- In response to DCAF's input, the OSCE hosted a political level discussion on gender and armed forces and implementation of Security Council Resolution 1325.

- As a result of DCAF support in the framework of multi-year cooperation with the OSCE Centre in Bishkek, the government of France, the Kyrgyz government, and other Kyrgyz stakeholders, the initiative to develop an enhanced crisis management capacity was formalized and cooperative capacity development programming was implemented.

NATO and NATO Parliamentary Assembly

Milestones:

1996	Switzerland joins NATO's Partnership for Peace programme (PfP).
2001	DCAF begins providing training modules to the NATO Parliamentary Assembly 'New Parliamentarians Programme'.
	DCAF chairs the PfP Consortium Working Group on SSR.
2003	DCAF and the NATO Parliamentary Assembly release *Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector and its Reform*.
2005	DCAF and the NATO Directorate for Policy and Planning begin cooperation on democratic security sector governance programming in Ukraine.
	DCAF supports NATO in promoting the Partnership Action Plan on Defence Institution Building (PAP-DIB), introduced at the 2004 NATO Istanbul Summit.
2006	DCAF presents PAP-DIB status reports on the countries of the South Caucasus, Central Asia, and Moldova to NATO's Political-Military Steering Committee.
2009	DCAF supports NATO's Building Integrity Programme and develops the *Compendium of Best Practices on Building Integrity and Reducing Corruption in Defence*.
	DCAF begins regular cooperation with the NATO Committee on Gender Perspectives.
2010	DCAF publishes *Essentials of Defence Institution Building* as well as a *Defence Institution Building Self-Assessment Kit*, both of which pursue the PAP-DIB initiative.
2012–2014	DCAF facilitates integrity building self-assessment processes in South-Eastern Europe Defence Ministerial Process (SEDM) states.

In 2014, DCAF's cooperation with the North Atlantic Treaty Organisation (NATO) focused on the areas of parliamentary oversight of the security sector, gender, and integrity building.

In particular, 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.

NATO Parliamentary Assembly

Cooperation with the NATO PA was sustained throughout 2014 across several activity areas. DCAF participated in the 86th Rose-Roth Seminar in Baku, Azerbaijan, which was organised by the NATO PA on 'The South Caucasus: Challenges and Opportunities', during which DCAF experts moderated and held presentations on defence management reform, building integrity, and human resource management. In addition, the new Azeri translation of the DCAF publication *Defence Institution Building – A Sourcebook in Support of the Partnership Action Plan* was presented and distributed during the event. In October, DCAF also participated in the 87th Rose-Roth Seminar on 'Eastern Europe: New Political and Security Challenges'. The seminar focused on the situation in Ukraine, the implications for NATO's preparedness to respond to this, and similar challenges.

DCAF also participated in the 60th NATO PA Annual Session in The Hague, Netherlands (November) and sustained cooperation with the NATO PA Orientation Programme for newly elected MPs, a programme which was formerly known as the New Parliamentarians Programme and which is a long term cooperation platform with NATO PA. In 2014, DCAF also contributed to a capacity-building seminar for the parliament of Moldova.

NATO – Building Integrity Programme

During 2014, DCAF continued its substantive involvement in Building Integrity and Anti-Corruption initiatives in the defence sphere.

In the framework of ongoing cooperation with NATO and a contract funded by NATO's Building Integrity Trust Fund, DCAF contributed to the launch of the Integrity Building Self-Assessment Process in member states of the South-Eastern Europe Defence Ministerial (SEDM) Process in 2012. DCAF was then contracted by NATO to facilitate a two-year process through a series of capacity building

activities for the national teams entrusted with the self-assessment process. The programme facilitated the understanding of corruption risks in defence establishments in Southeast European countries and their direct impact and additionally instructed participating national teams' members to identify priorities and formulate a road map for common action in building integrity in defence.

The associated Building Integrity Tailored Programme for South Eastern Europe was initially rolled out in 2013. The second phase in 2014 comprised professional development workshops: in Chisinau on 'Building Integrity in Defence Personnel Management' (in May), in Belgrade on 'Integrity in Outsourcing and Public-Private Partnerships' (in June), in Kiev on 'Required Competencies and Gaps in Designing National Defence Integrity Programmes' (in October), and lastly in Podgorica on 'Building Integrity Reference Training Curriculum' (in November).

DCAF also attended the NATO Building Integrity Conference on Institution Building, organised by the Norwegian Centre for Integrity in the Defence Sector, as well as the NATO Building Integrity Leadership Course, which took place at the NATO School in Oberammergau, Germany.

NATO & Gender

The integration of a gender perspective into NATO's structure and operations was another important area of DCAF's work with the organisation in 2014. DCAF supported the NATO Special Representative on Women, Peace, and Security in organising consultations with civil society on the Alliance's implementation of the NATO – Euro-Atlantic Partnership Council (EAPC) Policy on Women, Peace, and Security, as well as supporting the NATO Committee on Gender Perspectives in preparing their 2014 Annual Conference.

As chair of the Security Sector Reform (SSR) Working Group of the Partnership for Peace Consortium of Defence Academies and Security Studies Institutes (PfPC), DCAF concluded a series of four workshops, running from 2012 to 2014 on 'Teaching Gender to the Military,' with an event focusing on gender-responsive evaluation of military education. The workshop series served to foster knowledge and skills for delivering gender education and training to the military pursuant to the United Nations Security Council Resolutions on Women, Peace, and Security and the NATO-EAPC policy framework

and involved, over its three-year duration, 66 experts from 23 NATO and Partner countries. DCAF continues its engagement with the PfPC community on the topic and launched in December 2014 the process to compile a co-authored manual on teaching gender to the military, to be completed in 2015.

NATO DEEP

In 2014, DCAF contributed to the 'First Afghan Seminar on Interagency Coordination: NATO Defence Education Enhancement Program (DEEP) for Afghanistan' in Brussels, Belgium in October, organised by NATO's Integration, Partnerships and Cooperation Directorate, Political Affairs and Security Policy Division and in coordination with the US Army War College. The participants comprised a delegation of military and civilian professionals from the Afghan Ministry of Defense and the Afghan National Army. DCAF outlined the availability of online products shared in the NATO DEEP context, particularly all available resources in Dari and Pashto.[6]

In 2014, DCAF's ISSAT provided support to the Allied Rapid Reaction Corps (ARRC) during a Security Force Assistance (SFA) Study Day. Some of the objectives of this support were to increase ARRC capability to provide security sector reform and assistance (including governance, accountability, and integrity aspects) and to assist with the operationalisation of the NATO doctrine on SFA/SSA.

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

[6] See www.dcaf.ch/Project/DCAF-Activities-in-Afghanistan

Key Results 2014:

- As a result of DCAF support around capacity building and policy advice in the framework of a NATO mandate, South-Eastern Europe Defence Ministerial Process (SEDM) states developed the capacity of their civilian professionals on building integrity and anti-corruption issues in line with international standards.
- As a result of DCAF engagement with the PfPC, a multinational community of gender and military education experts have exchanged knowledge and expertise on the topic of teaching gender to the military. The joint efforts of this community of practice, in the form of a practical publication, will provide further resources to enable the harmonised delivery of gender education and training to the military in NATO and Partner countries.
- As a result of DCAF's support to the NATO Special Representative of the Secretary General on Women, Peace, and Security, recommendations from civil society organisations were considered and incorporated into the NATO-EAPC Action Plan on UN Security Council Resolution 1325.

Economic Community of West African States

Milestones:

2004	DCAF signs a Memorandum of Understanding with the ECOWAS Parliament, establishing a strategic partnership.
2005	DCAF and ECOWAS Executive Secretariat sign the Terms of Reference outlining the main lines of cooperation.
2006	DCAF contributes to the drafting of the ECOWAS Code of Conduct for Armed Forces and Security Services in West Africa.
2008	DCAF publishes *Challenges and Opportunities of Security Sector Governance in West Africa*, a baseline study to assist ECOWAS in developing a coherent SSR policy framework.
2010	DCAF and ECOWAS Commission sign a Memorandum of Understanding on promoting good security sector governance in ECOWAS Member States.
2011	The ECOWAS Council of Ministers adopts the Code of Conduct for Armed Forces and Security Services of ECOWAS.
2012	DCAF and ECOWAS Parliament launch *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians.*
2013	DCAF supports the drafting of the ECOWAS regional Policy on Security Sector Reform and Governance.

In 2014, DCAF continued to develop the strategic partnership established with the Economic Community of West African States (ECOWAS) on reform and democratic governance of the security sector in West Africa.

DCAF provided advisory support on the finalisation of the draft ECOWAS regional Policy on Security Sector Reform and Governance, which was validated at the technical level by regional SSR experts in 2014. DCAF also continued to provide policy support to ECOWAS

through the publication of a policy analysis on security sector reform and governance (SSR/SSG) processes in West Africa.

Throughout 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, and support (as well as maintain ownership over) SSR programmes and activities. It will be published in 2015 to help support the implementation of the ECOWAS Policy on Security Sector Reform and Governance.

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

Key Results 2014:

- As a result of the support provided by DCAF, ECOWAS has finalised the draft regional Policy on Security Sector Reform and Governance and adopted it at the technical level. It is expected to contribute to the long-term strengthening of regional norms and standards for SSR/SSG.

African Union

Milestones:

2010	The AU joins DCAF's ISSAT Governing Board as an observer.
2014	DCAF holds the first Africa Forum on SSR in partnership with the African Union, United Nations, European Union, African Security Sector Network.

In 2014, DCAF provided an expert review of the drafts of the Operational Guidance Notes (OGNs) developed by the African Security Sector Network (ASSN) on behalf of the African Union. The OGNs aim at operationalising the newly adopted AU Policy Framework on security sector reform (SSR), focusing on SSR Training, SSR Monitoring and Evaluation, SSR Needs Assessment, Codes of Conduct for African Security Institutions, as well as Gender and SSR.

Hosted by the AU and the Slovak Republic, in partnership with the UN, the EU, and the ASSN (ASSN), DCAF and its International Security Sector Advisory Team organised the Africa Forum on Security Sector Reform, entitled 'SSR as a Key Component of Stabilisation and Peace-building Processes in Africa'. This Forum, held in Addis Ababa in November 2014, brought together representatives of AU Member States, Regional Economic Communities, Regional Mechanisms, the Pan African Parliament, and senior government officials and experts engaged in SSR across Africa, as well as partners.

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

Key Results 2014:

- As a key result of DCAF's support, the AU Operational Guidance Notes on SSR were developed as practical tools to help implement the AU Policy Framework on SSR.

- As a key result of DCAF's support to the Africa Forum on SSR, representatives of different entities began a dialogue process to exchange experiences on SSR in Africa, thus complementing and building on recent normative developments, in particular the adoption of the AU Policy Framework on SSR.

International Organisation of La Francophonie

Milestones:

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).
2014	IOF supports DCAF's mapping study on ombuds institutions for the armed forces in Francophone sub-Saharan Africa. IOF supports the participation of ombuds-persons from eight Francophone sub-Saharan African states in the 6th International Conference of Ombuds-Institutions for Armed Forces (ICOAF) in Geneva in October 2014.

The International Organisation of La Francophonie (IOF) became a permanent observer on DCAF's Foundation Council in 2008. Since that point, the two organisations have cooperated on various aspects of security sector governance and reform, in particular in the areas of gender as well as ombuds-institutions.

In 2014, the cooperation took place on the basis of the following two projects in the area of ombuds-institutions. First, the IOF supported eight francophone sub-Saharan African states to participate in the 6th International Conference of Ombuds-Institutions for Armed Forces in Geneva. The programme of the conference included a regional roundtable on the challenges and opportunities for ombuds-institutions to engage with armed forces in francophone Africa. IOF-supported countries included: Burkina Faso, Cameroon, Côte d'Ivoire, Madagascar, Mali, Niger, Senegal, and Togo.

The second cooperation project concerns a mandate given to DCAF by the IOF to conduct a mapping study of ombuds-institutions for the armed forces in all member-states of the IOF in sub-Saharan Africa. The aim of the mapping study is to explore the challenges, mandate, functioning, and organisation of ombuds-institutions for the armed forces in the region. The mapping study, which will be published in 2015, will result in policy recommendations for strengthening the work of ombuds-institutions in receiving and investigating complaints related to human right violations and poor administration in and by the armed forces in the region.

Lastly, DCAF provided gender and SSR expert input to the *Forum mondial des femmes francophones* in Kinshasa, Democratic Republic of the Congo, as well as to the *Village de la Francophonie* during the Summit of the Francophonie in Dakar, Senegal.

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

Key Results 2014:

- As a result of DCAF's outreach, ombuds-institutions of eight Francophone sub-Saharan African states were supported by the IOF and thus able to take part in the exchange of good practices and the identification of lessons learned at the 6th ICOAF in Geneva. These countries included Burkina Faso, Cameroon, Côte d'Ivoire, Madagascar, Mali, Niger, Senegal, and Togo.

- As a result of joint efforts by the IOF and DCAF, a mapping study of ombuds-institutions for the armed forces in all francophone states in sub-Saharan Africa is being developed; the study will enable local actors and the international community to identify these institutions' future capacity building needs.

Inter-Parliamentary Union

Milestones:

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 2014 DCAF continued its long-established cooperation with the IPU. DCAF participated in the 130th and 131st General Assemblies of the IPU held in Geneva, Switzerland. Furthermore, DCAF publications were made widely available during the General Assembly and, additionally, individual parliamentary delegations were briefed on DCAF activities.

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".

Milestones:

2014

DCAF launches a regional research project entitled 'Private Security Companies in the Western Balkans' together with CSO partners from Albania, Bulgaria, Serbia, and Kosovo*, and funded by the Swiss National Science Foundation.

DCAF's regional office in Ljubljana completes e-learning modules on Cross-Border Police Cooperation Tools for Police Education, a process funded by the EU ISEC.

DCAF supports democratic transitions in Southeast Europe by assisting the development of local institutional capacities as well as by fostering regional cooperation in the areas of security sector governance (SSG) and security sector reform (SSR). DCAF's work aims to reinforce the region's efforts towards further harmonisation with European SSG standards and good practice.

During 2014, DCAF's work in Southeast Europe was mainly focused on the following areas:

- Enhancing regional police and border police cooperation;
- Assisting the reform of ministries of the Interior and police services;
- Fostering parliamentary oversight of the security sector in the Western Balkans;
- Empowering civil society organisations (CSOs); and
- Gender mainstreaming in SSG.

Enhancing regional police and border police cooperation

Support for the implementation of the Police Cooperation Convention for Southeast Europe

During 2014, DCAF continued to support the implementation of the Police Cooperation Convention for Southeast Europe (PCC SEE) by hosting its Secretariat at the DCAF regional office in Ljubljana. The

* 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, 25 member states did not do so, and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

activities of the PCC Secretariat were co-financed and/or supported by the Swiss Agency for Development and Cooperation (SDC), the European Commission ISEC fund, EUROPOL, the European Police College (CEPOL), EUROJUST, Liechtenstein, and the Contracting Parties themselves. They include: Albania, Austria, Bosnia and Herzegovina, Bulgaria, Hungary, Macedonia, Moldova, Montenegro, Romania, Serbia, and Slovenia.

In 2014, a number of activities took place to advance the implementation of the Convention in the areas of education and training, police and judicial cooperation, and cross-border police cooperation. This included the PCC SEE Meeting of Criminal Police Directors, the drafting of a multilateral agreement to enable automated cross-border exchange of DNA data, the establishment of the PCC SEE Counter-Terrorism Network, and the first joint regional operational exercise in cross-border surveillance involving police services of all eleven Contracting Parties. Additionally, regular exchanges between regional law enforcement officials enabled them initiate two large-scale investigations into transnational organised crime as based on the links identified between existing national-level investigations.

Border Security Programme in the Western Balkans

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 modernizing efficient border security systems that conform to European integrated border management standards. DCAF organised 16 activities in 2014 based on three main focus areas identified in the Programme's *Regional Action Plan 2012–2015*:

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

- The development of an online self-evaluation application regarding the implementation of Schengen integration requirements.
- The first joint field visit to border crossing points and surveillance units was organised for Albania and Montenegro, allowing national experts to observe how national Schengen evaluations are conducted.

Education and Training – Responding to concrete needs in police training	• The third annual DCAF Train-the-Trainers Camp took place in Andermatt, Switzerland, offering training on modern teaching methods to participants from 22 countries in Europe and Central Asia while also providing a platform for peer exchange. • Regional trainings for border security professionals on topics such as irregular migration and specific methods and measures of border control. • The launch of three e-learning study modules – Hot Pursuit, Mixed Patrols, and Data and Information Exchange, which DCAF developed in cooperation with national law enforcement authorities and the assistance of CEPOL and EUROPOL. The modules will be used via CEPOL's e-learning platform (e-Net).
Common and Coordinated Measures – Facilitating cross-border operational police measures and intelligence-led policing tools	• The execution of two common and two coordinated cross-border operations at 63 crossing points and along land borders, to improve operational capacities in the efforts against organised crime and irregular migration.

Swiss Regional Police Cooperation Programme in the Western Balkans

Funded by the SDC, the Swiss Regional Police Cooperation Programme in the Western Balkans (SPCP 2012–16) aims to strengthen regional police cooperation to more efficiently and effectively fight organised and serious crime. DCAF was mandated to manage the Programme and oversee the component projects. In 2014, six projects were implemented by international partners active in the region, including the OSCE, the International Organisation for Migration (IOM), the United Nations Office on Drugs and Crime (UNODC), the Austrian Federal Criminal Police Office, and the Secretariat for the PCC SEE. DCAF administered the submission and approval of new project proposals which have been incorporated into the SPCP programme.

Swiss support to the Peace Support Operations Training Centre in Bosnia and Herzegovina

In 2014, DCAF's ISSAT entered into the third phase of its support to the Swiss Federal Department of Defence, Civil Protection and Sport's (DDPS) capacity building development programme within the Peace Support Operations Training Centre (PSOTC) in Bosnia and Herzegovina. ISSAT provided guidance and mentoring to PSOTC facilitators who took the lead in designing and developing their first independent training on SSR in Peace Support Operations.

Assisting the reform of ministries of the Interior and police services

Integrity Plan for the Ministry of Interior of Macedonia

DCAF continues its contribution to the development of police integrity systems in Southeast European countries, in the framework of the Police Integrity Building Programme (PIBP). In 2014, PIBP activities have been 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 Swiss Agency for Development and Cooperation.

DCAF provided advisory support to the development of an Integrity Plan for the Ministry of Interior of Macedonia and continued its programme to train police employees of all levels on integrity issues. In addition, DCAF developed new training tools (a manual and two e-learning courses) to underpin its integrity building efforts.

The pilot project in Macedonia, along with other regional and national awareness-raising events, increased the interest in police integrity significantly at operational and strategic levels. Kosovo and Montenegro, in particular, addressed formal requests to DCAF for capacity building in 2015.

Support to the Serbian Ministry of Interior

During 2014, DCAF successfully completed the implementation of two multi-year projects mandated by the Swedish International Development Cooperation Agency (Sida), aimed at supporting ongoing efforts of the Serbian Ministry of Interior to develop modern management practices and to implement the Ministry's Development Strategy for 2011–2016.

The first project, 'Development of a Strategic Management Capacity in the Ministry of Interior of the Republic of Serbia', enhanced Ministry and Police Directorate managers' knowledge, understanding, and skills in modern strategic management in public administration. Over three years of implementation, the project provided over 120 training days divided amongst 18 sessions, addressing a core target group of 60 mid- and senior-level managers, plus an additional 75 non-target group members. The majority of participants are now able to contribute to the Ministry's strategic planning and reform efforts undertaken as part of the EU accession process.

The second project, 'Introduction of a Modern Human Resources Management Concept to the Ministry of Interior of the Republic of Serbia', provided a diverse package of awareness raising, capacity building activities and support for drafting strategic documents, reaching approximately 450 Ministry employees, for nearly three years. The project engaged and empowered key human resources (HR) staff members to become strong advocates for change. These HR staff members developed a strong sense of ownership of project-related activities and the reform process generally, and they are preparing to assume their future roles in the new HR Sector. Key outputs developed through the project are the Human Resources Management (HRM) Reform Strategy and the Proposal for the Organisational Framework of the HRM Unit, which are fundamental components of the new Law on Police, to be adopted in 2015.

DCAF ensured continuous monitoring and evaluation of all project activities through a participatory steering mechanism to ensure quality, relevance, and local ownership.

Support to the Albanian Ministry of Interior and Albanian State Police

In 2014, DCAF's ISSAT was also requested by the Swedish embassy in Tirana to support Sweden, the Albanian Ministry of Interior, and the Albanian State Police (ASP) to develop a programme proposal of further Swedish assistance to the ASP. The programme proposal is not only to be based on the specific results of the ongoing cooperation phase, but it also includes and reflects the new needs of the Government of Albania and its reform priorities in the police and security sector. This mandate involves a Scoping Mission, a Programme Design Mission, and a Restitution Mission, as well as support in drafting the Theory of Change of the next Swedish/Albanian programme for police reform. The programme proposal is expected to guide future Swedish assistance to the police over the next four years.

Fostering Parliamentary Oversight of the Security Sector in the Western Balkans

In 2014, DCAF continued its support of parliamentary institutions by enhancing their capacity to develop laws and procedures, to exercise oversight of the executive, and to ensure that security policies reflect national priorities and respond to citizens' needs. Encouraging the harmonisation of national laws, procedures, and practices to European standards is a central objective guiding DCAF's work with parliaments.

A total of 13 capacity building events and eight planning and coordination missions took place in 2014 involving the parliaments in Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia. A majority of activities were organised within the Framework Project on 'Fostering Parliamentary Oversight of the Security Sector in the Western Balkans (2012–2016)', funded by the Norwegian Ministry of Foreign Affairs. Highlights from the above are listed in the following table:

Bosnia and Herzegovina	• Organised the roundtable 'Mapping Current Challenges in Media Reporting on Defence', bringing together journalists, public relations officers from the Armed Forces, and representatives of parliament, with the aim to improve the media's understanding of defence institutions, missions and objectives, and find avenues for enhanced cooperation and flow of information between the defence establishment, parliament, and the public. • Continued to support the Office of the Parliamentary Military Commissioner (PMC) by funding in 2014 the salary of one legal advisor employed by the Office. • As a result of DCAF support and conceptual assistance, the Joint Committee for Defence and Security in Bosnia and Herzegovina has produced Guidelines for new members of parliament, which codify security oversight procedures and good practices developed by the Committee in previous legislative periods. The Guidelines will ensure the sustainability of the Joint Committees' good practices that have received recognition in the region and will allow for continued upgrading by the new legislature.
Kosovo*	• Organised a roundtable on 'Draft amendments to the Kosovo Law on Weapons' for the parliamentary Committee on Internal Affairs and Security, the government, and security sector representatives. The event informed the legislative process by offering parliamentarians a platform to assess the law as compared to international and EU norms, and, as an outcome, legislation was amended. The activity has been funded with the support of a grant from the Swiss Agency for Development and Cooperation under the auspices of the Swiss OSCE Chairmanship-in-Office.

* 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, 25 member states did not do so, and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

	• Organised under the Swiss OSCE Chairmanship-in-Office a seminar for representatives of the legislative research unit and for staff serving the security and intelligence oversight committees. The activity offered a platform for parliamentary staff and researchers to exchange ideas on strengthening inter-departmental cooperation in security legislation and oversight.
Macedonia‡	• Supported a research project on the 'Interception of Communications in Macedonia' to be launched in early 2015. The research aims to assess the current legislative framework for intercepting communications, to detect gaps enabling violations of human rights and liberties, and to provide recommendations for better oversight of institutions authorized to intercept information.
Montenegro	• Supported the Council for Civil Control of Police to publish and launch its multi-year activity report *Police and Human Rights: Civil Control of the Work of Police in Practice*, thus enhancing public awareness on democratic oversight mechanisms in Montenegro and facilitating citizen's access to information on the work of the Council. • Organised a national seminar on 'Priorities and responsibilities in fostering police integrity in Montenegro', contributing to an active and informed involvement of parliament in police integrity. • Organised a study visit to Oslo for elected members and staff advisors from the Security and Defence Committee, allowing for a first-hand exchange between parliamentarians from Montenegro and different stakeholders in Norway, thus increasing mutual knowledge about democratic institutions, regulations, and practices in the two countries and providing avenues for improved bilateral cooperation. • Supported conceptually and financially an evaluation of the impact of parliamentary oversight over the security sector in Montenegro. This was conducted by the CSO Institut Alternativa, thus contributing to improved local awareness about the purpose and the need for parliamentary oversight over and democratic accountability of the security sector.

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

Regional Parliamentary Cooperation

- Organised a Regional Seminar for Parliamentary Staff in Southeast Europe, to provide opportunities for professional networking and exchange and continue contributing to the development of parliamentary capacity in the area of security legislation and oversight.
- Under the auspices of the Swiss Chairmanship-in-Office of the OSCE and in cooperation with the Security Services Control Committee of the National Assembly of the Republic of Serbia, DCAF organised a conference for parliamentary bodies responsible for intelligence oversight in Albania, Croatia, Macedonia, and Serbia. A formal declaration was adopted, calling upon the parliaments in the region to strengthen intelligence oversight and build up peer-to-peer exchange on methods and practices of intelligence oversight.
- Contributed to the Annual Meeting of the Regional Parliamentary Defence and Security Committees hosted by RACVIAC, allowing participants to expand their knowledge on various common security threats and regional cooperation strategies and mechanisms developed in Southeast Europe in order to counter those threats.

Empowering civil society organisations in the Western Balkans

DCAF continued to work with civil society organisations in the Western Balkans on different SSR research projects, provided capacity building, and supported selected CSO activities with the aim to ensure the sustainability of the civil society contribution to democratic governance of security.

In 2014, DCAF received a grant from the Swiss National Science Foundation for a three-year regional research project entitled 'Private Security Companies in the Western Balkans'. Together with four CSOs from Albania, Bulgaria, Kosovo, and Serbia, DCAF will analyse private security company (PSC) regulatory frameworks in these countries, raise awareness about the challenges and shortcomings in the functioning of PSCs, and propose practical recommendations to foster their accountability.

For its annual Young Faces programme, DCAF organised a Cybersecurity Winter School in cooperation with DiploFoundation. Young civil society researchers, academics, civil servants, and private

sector representatives came together to develop their understanding of cybersecurity challenges and cybersecurity governance. The event was financially supported by the Swiss Federal Department of Defence, Civil Protection and Sports.

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

Albania	• Continued to support the Tirana-based Institute for Democracy and Mediation in a 12-month project to provide comprehensive training with the aim to strengthen the role of the Albanian Parliament in the oversight of the security sector.
Bosnia and Herzegovina	• Supported the Sarajevo-based Centre for Security Studies in its mapping, publication, and presentation of the statistical data on police involvement in corruption, amongst police agencies in Bosnia and Herzegovina.
Macedonia‡	• Supported the think tank Analytica in organising training workshops and preparing a toolkit for journalists on the media's role in reporting on security sector governance and security sector reform. • Further supported Analytica in assessing the community policing model as it has been applied in Skopje.
Western Balkan region	• Acted as a strategic partner and as one of the sponsors and contributors to the Fourth Belgrade Security Forum and co-organised two Forum sessions: a policy panel examining the impact of UN Security Council Resolution 1325 and a policy session on multi-stakeholder approaches for cyber security 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".

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 2014. At the regional level, DCAF sustained cooperation with the South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms (SEESAC), based in Belgrade, Serbia.

Additionally, at the bilateral level in Bosnia and Herzegovina DCAF cooperated with the local partner the Atlantic Initiative to finalise the implementation of the third and final year of a project on gender and justice reform. The project was designed to improve judicial procedures and practices concerning domestic violence and sexual harassment and thereby contribute to the delivery of non-discriminatory justice services. The project also sought 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.

As a result of DCAF support, a panel of nine judges from Bosnia and Herzegovina developed and published the first ever judicial benchbook on domestic violence case evaluation. Members of the panel went on to deliver training to over 130 members of the BiH judiciary on domestic violence using the benchbook. Its development and publication is expected to contribute to long-term improvement in judicial practice and increased consistency of practice in domestic violence criminal cases. Likewise, given DCAF's involvement, a working group of court presidents, judges and representatives of relevant institutions developed the first ever model policy to prevent sexual and gender-based harassment for the judiciary of Bosnia and Herzegovina. Implementation of the policy is expected to contribute to long-term efforts to affect gender equality within the judiciary of Bosnia and Herzegovina.

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

Key Results 2014:

As a result of DCAF's advisory services in introducing a modern Human Resources Management (HRM) concept to the Serbian Ministry of Interior, a HRM Reform Strategy was formulated by local stakeholders. The strategy was formally approved by the Ministry in October 2014 and will serve as a foundation for reforming HR processes in the Ministry over the coming years.

As a result of multi-year training facilitated by DCAF, strategic management capacities were developed in the Serbian Ministry of Interior. Recipients of DCAF training are now acting as drivers of change involved in planning reforms to be undertaken by the Ministry as part of Serbia's EU accession process.

As a result of DCAF's technical and conceptual assistance, the Joint Committee for Defence and Security in Bosnia and Herzegovina has produced Guidelines for new members of parliament. These Guidelines serve to codify security oversight procedures and good practices developed by the committee in previous legislative periods. The Guidelines will ensure the sustainability of the Joint Committees' good practices that have received recognition in the region and will allow for continued upgrading by the new legislature.

With DCAF's conceptual guidance, four think tanks from Albania, Bulgaria, Kosovo, and Serbia, have developed a methodology for engaging in applied research on the private security sector in their countries. They are thus offering decision makers an opportunity to develop regulatory frameworks ensuring an improved democratic accountability of the private security sector.

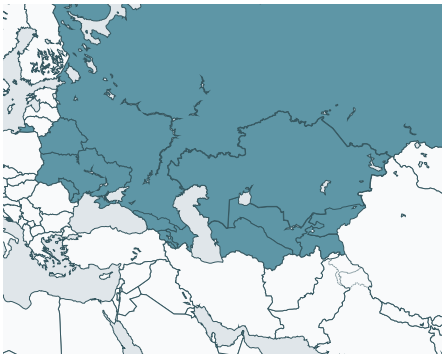
Through the provision of technical assistance to the PCC SEE Secretariat, DCAF contributed to greater legal and practical alignment of regional policing standards and practices, enhanced capacities to apply cross-border police cooperation measures, and strengthened networks and greater mutual trust among police and judicial practitioners of the eleven Contracting Parties. As of April 2014, all PCC Contracting Parties can exchange information containing personal data under the Convention and in line with relevant European standards, which will greatly augment their common efforts to effectively tackle the threat of transnational organised and serious crime.

Through its Border Security Programme, DCAF provided technical and policy guidance to the Western Balkan border police services in implementing regional police operations and translating PCC SEE treaty obligations and political commitments into concrete actions aimed at fighting serious and organised crime. The operations were conducted in line with European standards and best practice.

As a result of DCAF support, a panel of nine judges from the Republika Srpska and the Federation of Bosnia and Herzegovina developed and published the first ever judicial benchbook on domestic violence case evaluation. Members of the panel went on to deliver training to over 130 members of the BiH judiciary on domestic violence using the benchbook. Its development and publication is expected to contribute to long-term improvement in judicial practice and increased consistency of practice in domestic violence criminal cases.

A working group of court presidents, judges, and representatives of relevant institutions developed the first ever model policy to prevent sexual and gender-based harassment for the judiciary of Bosnia and Herzegovina. Implementation of the policy is expected to contribute to long-term efforts to affect gender equality within the judiciary of Bosnia and Herzegovina.

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.

As in previous years, most of DCAF's activities in the New Independent States region beyond the frameworks of the Organization for Security and Co-operation in Europe (OSCE), the Collective Security Treaty Organization (CSTO), or the North Atlantic Treaty Organization (NATO) were conducted on a bilateral basis. The majority of these projects were implemented in Armenia, Georgia, Kyrgyzstan, and Ukraine.

Armenia

Police Reform (in cooperation with the OSCE Office in Yerevan)

- Facilitated a study visit by high-level officials from Armenia to DCAF, the Swiss Federal Police office, the Chablais police, and the Savatan police academy to familiarise the police of the Republic of Armenia with key elements of the police structure in Switzerland, community policing methods used in local police units, and police training methods.
- Co-organised with DCAF Ljubljana and the OSCE Office in Yerevan a fact-finding mission for Police of the Republic of Armenia in Ljubljana, Slovenia.
- Organised, in cooperation with the Police of the Republic of Armenia, the International Police Training Institute, the London Metropolitan University, and the OSCE Office in Yerevan two seminars for the Educational Complex of the Police of the Republic of Armenia. The first focused on crime scene management and prevention of youth crime and domestic violence for students and staff of the Educational Complex of the Police of the Republic of Armenia. The second focused on crime scene examination for staff of the Criminal Forensics Department of the Armenian Police.

Parliamentary Assistance (in cooperation with the OSCE Office in Yerevan)

- Co-organised, with the Committee on Defence, National Security and Internal Affairs of the National Assembly of the Republic of Armenia, and in cooperation with the OSCE Office in Yerevan, an international seminar for representatives from law enforcement authorities and CSOs on Parliamentary Oversight of the Police, as well as a later hearing on 'Accountability, Transparency and Parliamentary Oversight of the Police'; an international seminar and hearing elaborating key principles related to the parliamentary dimension of security sector governance (SSG) issues, including 'Parliamentary Oversight of Defence Budgeting and Defence Procurement'. Issues discussed included key concepts of defence management and defence procurement as well as defence budgeting.
- Facilitated inter-parliamentary capacity building for the Armenian National Assembly Defence and Security Committee in Podgorica, Montenegro via a cooperation framework with the OSCE Office in Yerevan.
- Drew up a commentary on the draft law of the Republic of Armenia on 'Private Security Guard Activities', for the Defence Committee.

In cooperation with the OSCE Office in Yerevan, facilitated the publication in the Armenian language of:

- The DCAF *Guidebook on Strengthening Financial Oversight in the Security Sector*[7];
- An evaluation of parliamentary oversight of the security sector; and
- *Parliamentary Powers in Security Sector Governance*[8].

Other OSCE activities

- DCAF also participated in a Ministry of Defence of Armenia and OSCE Office in Yerevan workshop on the OSCE Code of Conduct's (CoC) twentieth anniversary, with the objective of strengthening knowledge on CoC commitments among Armenian governmental agencies and civil society, discussing best practices in CoC implementation, examining linkages between CoC implementation and productivity of defence reform, and familiarising Armenian governmental representatives and civil society with new CoC related aspects, particularly the role of private military companies.

[7] www.dcaf.ch/Publications/Guidebook-Strengthening-Financial-Oversight-in-the-Security-Sector

[8] www.dcaf.ch/Publications/Parliamentary-Powers-in-Security-Sector-Governance

Azerbaijan	• Participated in the 86th Rose-Roth Seminar in Baku on 'The South Caucasus: Challenges and Opportunities', during which DCAF experts held presentations on defence management reform, integrity building, and human resource management. • Published and distributed the new Azeri translation of the DCAF publication *Defence Institution Building – A Sourcebook in Support of the Partnership Action Plan*.
Georgia	• Published a survey on *Parliamentary Powers related to Security Sector Oversight in Georgia*[9] and reviewed, at the request of the Parliament, Ministry of Defence, and NGOs, a set of stakeholder *Recommendations for the Ministry of Defence on Cooperation with the Georgian Parliament*. • Published a study on the *Legal Framework of Security Sector Governance in Georgia*[10]. • Organised and facilitated a DCAF – Public Defender's Office of Georgia Orientation on Monitoring the Security Sector to outline a range of issues associated with the challenges faced by Ombuds institutions in monitoring security sector institutions. • Co-organised a parliamentary roundtable with the Defence and Security Committee of the Parliament of Georgia on 'Access to Information – Parliament and the Security Sector', addressing the legislative basis for the classification of information and ways to improve the sharing of policies and procedures, transparency, and accountability mechanisms. • Participated in a NATO Liaison Office – Defence and Security Committee roundtable on 'Security Sector Oversight' and opened the event with an overview of standards and norms associated with this field. • Provided preliminary feedback on the Parliament of Georgia's Draft Law on State Secrecy for the Parliament's Defence and Security Committee, surveying the draft law in the light of European best practices and norms. • Briefed section heads of the Georgian Armed Forces on gender and armed forces and trained 36 Armed Forces Gender Advisors. • Published the Georgian version of *Ombuds Institutions for the Armed Forces – a Handbook*[11].

[9] www.dcaf.ch/Publications/Evaluation-of-Parliamentary-Powers-Related-to-Oversight-of-the-Defence-Sector-in-Georgia

[10] www.dcaf.ch/Publications/The-Legal-Framework-of-Security-Sector-Governance-in-Georgia

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

Kazakhstan	• Initiated a multidisciplinary study with two main focus areas: (i) CSTO contingency planning: geographical aspects; and (ii) CSTO international legal grounds.
Kyrgyzstan	• Participated in the signing ceremony establishing a Crisis Management Situation Room in the Office of the Prime Minister of Kyrgyzstan, with the OSCE Centre in Bishkek. • Together with local civil society partners, held a roundtable seminar on crisis management in the Kyrgyz Republic. • Developed, together with civil society partners, an almanac on crisis management: *Crisis Response in Kyrgyzstan's Recent Experience: Lessons for the Future*, in the Russian language[12]. • Together with the OSCE Centre in Bishkek, accompanied a delegation on a crisis-management study visit to Paris, within the framework of a memorandum of understanding between DCAF, the OSCE Country Office in Kyrgyzstan, the French Ministry of the Interior, and the Prime Minister's Office of the Kyrgyz Republic, on the establishment of a Situation Room to enable the Kyrgyz government to prevent and deal with emerging crisis situations. • Held conferences on integrity building in police management and defence management, in cooperation with the National Defence Council of the Kyrgyz Republic.
Moldova	• Held a capacity building conference on integrity building in defence personnel management for participants from SEDM countries, in cooperation with NATO and the Ministry of Defence of the Republic of Moldova. • Supported NORLAM (Norwegian Rule of Law Advisers) in a review on the efficiency of the Moldovan/NORLAM bilateral project on justice reform in Moldova. The main purpose of the review was to provide guidance to the NORLAM programme, the Norwegian Ministry of Foreign Affairs, and the Norwegian Ministry of Justice as to whether future assistance should be considered beyond 2016, as well as what the scope of this assistance should entail. • Supported Sweden in assisting the Moldovan Ministry of Internal Affairs to undertake a baseline assessment of its strategic management capacities and provide recommendations for a support programme.

[12] www.dcaf.ch/Publications/Almanac-2-Crises-Response-in-Kyrgyzstan-s-Recent-Experience-Lessons-for-the-Future-Russian

Tadjikistan	• Facilitated a monitoring mission by the Office of Civil Freedoms (an NGO) of military bases in Tajikistan, in cooperation with the Office of the Ombudsperson in Tajikistan, to support the monitoring of military installations with regards to rights and freedoms of military personnel in accordance with international and national standards. • The publication of the Russian translation of *Security Sector Legislation in the Republic of Tadjikistan – a Review*[13].
Ukraine	• Participated in a parliamentary hearing at the Verkhovna Rada (Parliament) on 'Ukraine's Defence in the 21st Century: Challenges, Threats, Options'. • Co-organised and contributed to a NATO Liaison Office roundtable addressing the oversight framework of the National Guard of Ukraine. • Participated in a seminar on 'Modern Trends and Challenges of International Security' organised by the NATO Liaison Office. • Conducted a capacity-building seminar on 'Required Competencies and Gaps in Designing National Defence Integrity Programmes' with the Ministry of Defence. • Participated, in cooperation with NATO, in a seminar on 'International experiences in establishing a sustainable system of career transition management and social adaption for military servicemen in Armed Forces'. • Participated in a workshop on 'Gender Equality and Equal Treatment in the Defence and Security Sector of Ukraine – Current and Future', organised by the NATO Liaison Office in Kiev, the Embassy of Poland, and the National Agency of Ukraine on Civil Service. • Participated in an international conference on 'Challenges to the European Security Architecture: Ukrainian Context' at the Diplomatic Academy of Ukraine. • Provided a commentary on the draft version of the *Green Book*, elaborated by the Ukrainian National Institute for Strategic Studies. • Participated in an international expert start-up meeting on the development of a green paper on the critical infrastructure protection in Ukraine.

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

- DCAF, in cooperation with NATO, facilitated a seminar on 'International Experiences in Establishing a Sustainable System of Career Transition Management and Social Adaptation for military servicemen in the Armed Forces', focused on NATO best practices related to a sustainable resettlement system across the Armed Forces as part of the 4R system: recruitment, retention, resettlement, and reserves.

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

Key Results 2014:

As a result of DCAF support in the framework of multi-year cooperation with OSCE Centre in Bishkek, the government of France, the Kyrgyz government, and other Kyrgyz stakeholders, the initiative to develop an enhanced crisis management capacity was formalised and cooperative capacity development programming implemented.

As a result of the recommendations made in DCAF ISSAT's report on the baseline assessment of the strategic management capacities of the Ministry of Internal Affairs (MIA) in Moldova, the core framework for a new programme of support to strategic management in the MIA has been provided. This new programme will be implemented by DCAF.

As a result of DCAF support, human rights monitoring activities in the area of fundamental freedoms of armed forces personnel were undertaken in Tajikistan.

As a result of DCAF's technical assistance and policy guidance to the Georgian Ministry of Defence, it is reviewing its policies and procedures concerning gender and armed forces with reference to international good practice. This is expected to accelerate the successful integration of women into the Georgian Armed Forces and the implementation of the measures to build the Georgian Armed Forces' capacity for gender-responsive planning and operations.

Middle East and North Africa

Milestones:

2005	DCAF creates the Middle East and North Africa programme.
	DCAF launches a comprehensive security sector governance programme in the occupied Palestinian territory and opens an office in Ramallah.
2006	DCAF begins cooperation with the Moroccan authorities and civil society on the implementation of the recommendations made by Morocco's Equity and Reconciliation Commission.
2007	Lebanon joins DCAF.
2009	DCAF opens an office in Beirut.
2011	Popular revolts lead to political change in Tunisia, Egypt, Libya and Yemen, making security sector reform a regional priority.
	Tunisia joins DCAF. DCAF opens an office in Tunis and establishes a strategic relationship with the Ministries of the Interior, Justice, and Defence of Tunisia as it launches a comprehensive security sector governance assistance programme in the country.
2012	DCAF offers its services to the Libyan government and establishes a presence in Tripoli.
	DCAF establishes the Trust Fund for Security Sector Reform Assistance in North Africa, and the governments of Luxembourg, the Netherlands, Slovakia, Sweden, and Switzerland were the first to support this initiative.
2013	DCAF opens a country office in Tripoli, Libya.

Increasing challenges in the MENA region

The year 2014 was a difficult one in the Middle East and North Africa (MENA) characterised by a generally worsening security environment across the region. Governments were faced with a multitude of challenges, as flows of fighters, refugees, and illicit weapons

threatened to spread instability and violence across borders. Their response has been to focus efforts and resources on addressing these challenges. In some cases, considerations for human rights, legitimacy, and accountability have taken a back seat in the process. Longer-term reform processes, including much-needed security sector reform (SSR), have in some countries been delayed. A narrow and short-sighted focus on hard security challenges risks laying the foundations for future radicalization, revolt, and conflict.

2014 saw the rise of the Islamic State, which managed to consolidate its grip on territories in western Iraq and eastern Syria, conquered in early 2014. Significant numbers of youths from across the region and from Europe joined the group, creating concerns in the countries of origin over the potential destabilising role of returning fighters. The flow of Syrian refugees reached a crisis point in neighbouring countries, adding enormous social, political, and economic pressures to already fragile contexts.

In Palestine, the political situation remained divided despite an agreement in June 2014 between Fatah and Hamas to create a unity government after years of division. The Israel-Gaza war in July caused immense human suffering and extensive material damage.

In Egypt, 2014 saw an increase in the repression of political opponents, civil society, and media, as President Abdel Fatah el-Sisi and the military consolidated their grip on power. The Ibrahim Index of African Governance lists Egypt as the country with the biggest deterioration in overall governance over the past five years. Meanwhile, neighbouring Libya descended further into violence and chaos, with various armed groups fighting each other for control in shifting alliances.

The Tunisian people voted in peaceful and fair parliamentary elections in October 2014 and in presidential elections the following month. The new Government has declared its commitment to continuing the democratic transition and to undertaking the necessary reforms, including in the security sector. Morocco experienced stability throughout 2014 and progressed slowly with its agenda of reforms.

DCAF's approach

In 2014, DCAF continued to work with governments, parliaments, security and defence providers, civil society, and media on the ground. In Palestine, DCAF helped enhance financial oversight in the security

sector, assisted the development of a complaints system for the security sector, supported legislative reform and development, assisted communities to address their security concerns, made the Palestinian security sector more gender sensitive, and promoted civil society oversight of the security sector.

In North Africa, DCAF's work is steered via the DCAF Trust Fund for Security Sector Development Assistance in North Africa, through which several member states coordinate and fund their SSR assistance. In Tunisia, DCAF in 2014 continued to foster public dialogue on security sector issues and strengthened communication skills and strategic management capabilities of key ministries in the security sector. DCAF coordinated and strengthened prison oversight systems and thereby contributed to ensuring the human rights of detainees. It also consulted citizens at the governorate level with the goal of identifying key security concerns and helping communities formulate concrete ways to address them. And already prior to the parliamentary elections in October DCAF was engaging with political parties on how to ensure that the new Tunisian parliament could fulfil its oversight role of the security sector.

DCAF contributed to an informed debate on civil-military relations in Egypt through the establishing of an expert network of key international and Egyptian stakeholders.

In addition, DCAF's engagement in the MENA region was in 2014 supplemented with a range of new online tools: DCAF now offers online 'Security Sector Observatories' (*Marsads*) for Egypt, Libya, Palestine, and Tunisia, providing up-to-date information and analysis of security sector developments. Furthermore, DCAF offers multilingual, searchable online databases of all the legislation governing the security sectors in Libya and Tunisia.

DCAF also worked with governments, parliaments, and civil society organisations to contribute to local and regional discussions on security sector governance among member states of the Gulf Cooperation Council and in the wider Persian Gulf region.

DCAF activities

The table below provides an overview of the most important country specific DCAF activities in the Middle East and North Africa in 2014:

Egypt	• Established an expert network of international and Egyptian stakeholders, examining current relationships between the armed forces and civil authorities in Egypt. • Launched the Egyptian Security Sector Observatory (*Marsad* Egypt) to inform the national debate on security sector governance and reform.[14] *Marsad* is a widely followed online resource covering the latest developments and analysis related to the security sector.
Libya	• Carried out regular consultations with Libyan authorities, security forces, and civil society on security sector governance and reform issues in Libya, through the DCAF offices in Tripoli and Geneva. • Launched the online database of Libyan security sector legislation.[15] • Launched the Libyan Security Sector Observatory (*Marsad* Libya) to inform the national debate on security sector governance and reform.[16] *Marsad* is a widely followed online resource (131,000 followers) covering the latest developments and analysis related to the security sector.
Morocco	• Continued its strategic dialogue with the Moroccan government, Parliament, and civil society on implementing the recommendations made by Morocco's Truth and Reconciliation Commission.
Occupied Palestinian territory	• Supported the Palestinian National Authority (PNA) Council of Ministers to publish the first ever Annual Report on PNA complaints mechanisms. • Worked with the Office of the President of the PNA to assist local governorates and civil society organisations in developing community safety plans in Jenin and Hebron. • Strengthened the skills of key financial oversight institutions to audit expenses and oversee budgeting and procurement processes in the Palestinian security sector. • Strengthened the organisational capacity of five Palestinian civil society organisations, enabling them to better perform oversight of the security sector. • Examined a selection of Palestinian laws to assess compliance with the UN Convention on Corruption and international best practice and assisted local partners in proposing modifications. • Supported the Palestinian security forces in making their policies, procedures, and service delivery more gender sensitive.

[14] www.marsad.eg

[15] www.security-legislation.ly

[16] www.marsad.ly

- Further expanded the online Palestine Security Sector Observatory[17] (*Marsad* Palestine) to inform the national debate on security sector governance and reform. *Marsad* is an online resource covering the latest developments and analysis related to the security sector.
- Fostered an exchange on the role of civil society in security sector governance and oversight between civil society organisations from the occupied Palestinian territory and from the Western Balkans.
- Continued implementing an EU-funded project to strengthen civil-democratic governance of the security sector, including the development of an appropriate legal framework and strengthening financial oversight of the security sector. Support has included helping to establish a temporary Palestinian expert task force on financial oversight in the security sector; training administrative officials of the Palestinian Legislative Council, governmental civil servants, and civil society representatives in best practices of financial oversight; and conducting a legal review of the Palestinian Authority's anti-corruption mechanisms.

Tunisia

- Assisted the Ministry of Interior in developing a communication strategy for the Ministry and the security forces.
- Established an inter-ministerial working group on Tunisia's law on access to information, to promote greater transparency and accountability in the security sector.
- Worked with the authorities to improve transparency through improved production, analysis, and dissemination of crime and detention statistics.
- Built the capacity of prison oversight bodies and civil society organisations to identify, report, and address human rights abuses in Tunisian detention facilities.
- Supported at the governorate level the establishing of public platforms to discuss local security concerns and published a report on the human security challenges in the North East of Tunisia.
- Completed a study on gender and security in Tunisia.

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 dcaf-tunisie.org/

[17] www.marsad.info

As a result of DCAF's technical assistance, policy guidance, and capacity building support in **Palestine**:

- The Palestinian Council of Ministers published its first ever Annual Report on Palestinian complaint mechanisms. In response, the Ministries of Interior and Justice announced the establishing of their own complaint units. Complaints mechanisms are key to making the Palestinian security forces more accountable.
- Palestinian security forces have created specific Gender Units to act as focal points on gender issues. These units have created a Gender Consultative Committee to coordinate and reinforce gender reforms in the Palestinian security sector.
- The Palestinian National Authority developed a draft law on Access to Information. The law has been put to debate in the Council of Ministers and will help pave the way for a more open and accountable security sector.
- As a result of the work carried out by DCAF on anti-corruption and financial oversight in the Palestinian security sector, a knowledge hub on financial oversight has been created.

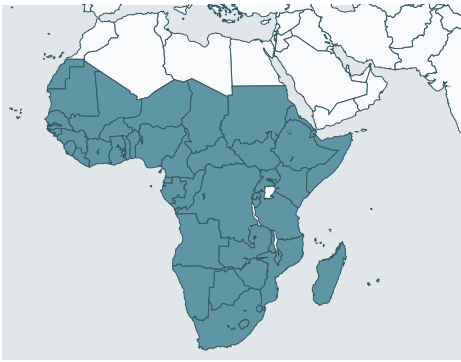
Key Results 2014:

As a result of DCAF's support in **Tunisia**:

- The Tunisian Parliament established two parliamentary committees overseeing the security sector.
- The Tunisian Government has begun aligning its production of crime statistics with international norms and standards.
- The authorities have improved the production, analysis, and dissemination of detention statistics and have started sharing more of this information with the public.
- The Ministry of Interior started publishing the legal texts regulating the Ministry and the internal security forces on its own website, drawing directly from DCAF's online database of Tunisian security sector legislation[18].

[18] www.legislation-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.*

Milestones:

	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.
2014	DCAF begins its assistance to the Malian Ministry of Security on the security sector reform process.
	DCAF launches a programme to strengthen democratic control and oversight of the security sector in Burkina Faso, Mali, and Niger.

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 2014, DCAF provided an expert review of the drafts of the first Operational Guidance Notes (OGNs) developed by the African Security Sector Network (ASSN), on behalf of the African Union. The OGNs proceed with the operationalisation of the 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 in West Africa. In February 2014, DCAF released a policy paper entitled *Security Sector Reform and Governance Processes in West Africa: From Concepts to Reality*. The publication was released in all three of the official ECOWAS languages as part of DCAF's support to policy analysis and development. DCAF also supported the technical validation process

of the draft ECOWAS Regional Policy on Security Sector Reform and Governance. The Policy is expected to be politically endorsed in 2015, and DCAF will support the elaboration of its implementation plan.

At the request of ECOWAS and as part of its support to the upcoming operationalisation of the Policy, DCAF proceeded with the development of the *Toolkit for Security Sector Reform and Governance in West Africa*. The toolkit will provide specific advice and practical recommendations 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. It will be released in 2015.

In July 2014, DCAF and the National Democratic Institute (NDI) started to implement an 18-month programme to strengthen democratic control and oversight of the security sector in Burkina Faso, Mali, and Niger. The programme is supported by the Danish Ministry of Foreign Affairs and is implemented in the framework of the Danish Regional Sahel Stabilisation and Peace Programme. The main objective is to contribute to stronger democratic processes by fostering enhanced oversight and monitoring of the security sector by the legislature, civil society, and the executive branch, as well as advancing improvements to the institutional framework governing the security sector. The first phase of the programme, focusing on the identification of entry points based on the partner's priorities, has been concluded.

As in previous years, many of DCAF's regional activities on the African continent in 2014 focused on mainstreaming gender in SSG. DCAF supported the Southern African Defence and Security Management Network (SADSEM) in the production and dissemination of three workshop reports designed to support gender mainstreaming in academic security and defence curricula review processes. The reports document best practices and provide generic course content and relevant local case studies. The workshop reports were distributed to SADSEM member-institutions in Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia, and Zimbabwe as well as being made freely available for download online. DCAF also supported the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in its gender mainstreaming activities by providing expertise and financial support for the production of three forthcoming case studies on gender and security, for use in non-gender modules of KAIPTC's post-graduate courses on peace and security.

Furthermore, DCAF continued to support two editions of a 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.

Several West African countries were affected in 2014 by the Ebola outbreak. While travel was suspended in these countries for the majority of 2014, DCAF maintained its support to partners in Liberia and Sierra Leone. The table below outlines DCAF's most significant projects in sub-Saharan Africa in 2014:

African Development Bank (AfDB)	• Provided inputs to AfDB Country Fragility Assessments on key issues of justice and security sector reform for Cameroon, Liberia, Madagascar, and the Mano River Union.
African Union (AU)	• Supported the African Union and the Slovak Republic, in partnership with the United Nations, the European Union, and the African Security Sector Network, to host an African Forum on Security Sector Reform entitled 'SSR as a Key Component of Stabilisation and Peace-building Processes in Africa'.
Burkina Faso	• Conducted assessment missions in the framework of the NDI–DCAF Sahel Programme and identified several entry points where partner priorities, the programme's objectives, and NDI–DCAF's technical capabilities intersect, in order to advance democratic security sector governance in Burkina Faso. • Facilitated a workshop with the National Assembly of Burkina Faso, in cooperation with the African Security Sector Network, to enable members of the foreign affairs and defence committee to develop their knowledge of security sector institutions and oversight tools. • Provided expert advice on the current National Strategy for Interior Security of Burkina Faso and proposed a methodology for its review. • Facilitated a workshop with the *Centre pour la Gouvernance Démocratique Burkina Faso* (CGD) offering an introduction to democratic oversight of the security sector to civil society organisations, the media, international partners, and a representative of the ministry of security.

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. • Supported an audit/assessment of the Inspectorate General of Public Security in Burundi, requested by the Netherlands and conducted in collaboration with the Belgian Federal Police. The assessment analysed the organisation and functioning of the Inspectorate General, defined recommendations for improving its work, and contributed to the decision making process regarding the activities foreseen for the upcoming third phase of the Dutch sponsored Security Sector Development (SSD) Programme. • Supported the Netherlands in carrying out an evaluation of the second phase of the SSD Programme and formulated recommendations for the preparation of the next phases of the programme.
Côte d'Ivoire	• Continued support to the National Police of Côte d'Ivoire in submitting a final report with recommendations to the Director General of Police on the results of the institution-wide gender self-assessment. • Provided technical support to the UN Mission in Côte d'Ivoire (ONUCI) SSR Unit on an Open House and Marketplace event, organised by the Ministry of Defence of Côte d'Ivoire, which included a workshop on the integration of women in the Ivoirian military and gendarmerie. • Supported a self-evaluation workshop with the National Assembly of Côte d'Ivoire to inform the development of the oversight capacity of parliamentary committees in the field of defence and security.
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. • Supported the United Kingdom and the European Union in an assessment to inform potential options for future joint support to police reform.
Gabon	• Supported the French Ministry of Foreign Affairs and International Development in conducting an Advanced SSR course in French. The target audience included personnel working either directly in supporting SSR programmes or with bilateral or multilateral missions in SSR related activities.

Republic of Guinea	• DCAF facilitated a security sector reform training session for Guinean diplomats in collaboration with the Geneva Centre for Security Policy. The training was part of DCAF's work to raise the awareness of West African high level stakeholders on norms and standards for good governance of the security sector.
Liberia	• Launched a two-year project in two border regions, in collaboration with the Mano River Union Women's Peace Network, to strengthen the participation of women in discussions on security at the decentralised level. The project was kicked off with the official launch of DCAF's publication *A Women's Guide to Security Sector Reform*.
Mali	• Conducted assessment missions in the framework of the NDI–DCAF Sahel Programme and identified several entry points where partner priorities, the programme's objectives, and NDI–DCAF's technical capabilities intersect, in order to advance democratic security sector governance in Mali. • Designed a self-evaluation workshop with the National Assembly of Mali to initiate the building of the oversight capacity of parliamentary committees in the field of defence and security, in cooperation with the NDI. • In collaboration with Freedom House Mali, provided training to staff from the Ombuds Institution of Mali and the National Human Rights Commission of Mali on integrating gender in the external oversight of the security sector. • Created a research team composed of representatives from the Armed Forces, National Police, and Civilian Protection of Mali, the justice sector, as well as UNPOL gender focal points from the UN Multidimensional Integrated Stabilization Mission in Mali, to conduct a survey on the integration of gender within the security sector in Mali. • Launched DCAF's publication *A Women's Guide to SSR*, in collaboration with the *Réseau Paix et Sécurité des Femmes de l'Espace CEDEAO (REPSFECO) Mali*. This launch was also an opportunity to bring together members of civil society organisations and security and defence institutions to discuss gender and the good governance of the security sector. • Supported the Swiss Federal Department of Foreign Affairs in the delivery of a one-week SSR training at the *Ecole de Maintien de la Paix* (EMP). The objectives were (i) to support EMP in the design and delivery of SSR trainings and provide recommendations for improvement and (ii) to explore possibilities for future engagement in SSR related issues in Mali.

Niger	• Conducted assessment missions in the framework of the NDI–DCAF Sahel Programme and identified several entry points where partner priorities, the programme's objectives, and NDI–DCAF's technical capabilities intersect, in order to advance democratic security sector governance in Niger.
Senegal	• Continued to support the Ministry of the Armed Forces in the implementation of its gender strategy for the armed forces by enhancing the 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 Fatick region, in partnership with the Alliance for Migration, Leadership and Development (AMLD). • Co-organised with the Swiss Federal Department of Foreign Affairs, the ICRC, the Government of Senegal, and the *Centre pour les Hautes Etudes de Défense et de Sécurité* a regional conference in Dakar to promote the Montreux Document. The conference, the first of its kind in Africa, convened sixteen francophone and lusophone African states to address regional challenges of private security regulation.
Sierra Leone	• Despite the impact of Ebola, continued support to the Directorate of Gender Affairs of the Sierra Leone Police (SLP) in reviewing the SLP Gender Mainstreaming Policy and the SLP Policy for the Prevention of Sexual Exploitation, Abuse and Harassment that were approved by the SLP Executive Management Board in November 2014. • Provided a third micro-grant and technical assistance to Women in the Security Sector Sierra Leone 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's aim was to sensitise students on the integration of women in security sector institutions; due to the Ebola epidemic the activities could not take place, but will resume as soon as the situation allows for it. • 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 was a training manual for women in the community on gender and security sector governance.

	• Supported the United Kingdom in the annual review of the Department for International Development's Access to Security and Justice Programme in Sierra Leone. The review was intended to improve the programme's performance and provided recommendations for future engagement.
South Africa	• Successfully completed the handover of the 'Gender for Instructors' course to the South African National Defence Force (SANDF)'s Peace Mission Training Centre (PMTC). At the request of SANDF, DCAF supported the design and delivery of this biannual two-week course from 2012 to 2014. From 2015 onward, the course will be run fully by the PMTC. This activity initially formed part of DCAF's Gender Capacity Building in the Global South project and created the framework to equip PMTC/SANDF instructors with the knowledge and skills to establish a non-discriminatory training environment and integrate gender into military training sessions.

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

Key Results 2014:

- As a result of DCAF's advice and contribution, the Malian authorities developed and adopted a decree creating the national steering committee on SSR, which clarifies the role of the different ministries, oversight actors, their leadership and international partners in the reform process. Once implemented, the steering committee will be pivotal for the Malian authorities' adoption of an inclusive, participatory, and coordinated SSR process.

- As a result of DCAF's policy advice to the Directorate of Gender Affairs of the Sierra Leone Police, the reviews of the SLP Gender Mainstreaming Policy and the SLP Policy for the Prevention of Sexual Exploitation, Abuse and Harassment were approved by the SLP Executive Management Board in November 2014.

- As a result of DCAF's technical assistance and capacity building support to the South African National Defence Force (SANDF), the Peace Mission Training Centre of SANDF now runs a twice-yearly course on 'Gender for Instructors', capacitating around 100 SANDF service members annually to deliver training and education on gender. The course is expected to have a multiplying effect, ensuring the integration of gender perspectives in SANDF both internally and in its operations.

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.

Milestones:

	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.
2013–2015	DCAF implements the police accountability and good governance component of the EU project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management', in close collaboration with the Myanmar Police Force and the Parliament, particularly the Rule of Law Committee chaired by Daw Aung San Suu Kyi.
2014	Mongolia joins DCAF. DCAF supports the launch of the Cambodian Study Group on SSG and SSR.

Starting to work in Southeast Asia in 2006, DCAF has since developed a programme fully dedicated to the region. Under the auspices of DCAF's Research Division, the programme supports good security sector governance (SSG) and facilitates security sector reform (SSR) through multi-stakeholder dialogue, policy-guided research, and capacity-building initiatives. DCAF works at both the regional and national levels, with an emphasis on Cambodia, Indonesia, Myanmar, the Philippines, and Thailand.

At the regional level, DCAF's work in 2014 focused on supporting the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG).[18] The IPF-SSG aims to promote dialogue 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

[18] ipf-ssg-sea.net

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 2014 the 12th IPF-SSG workshop in Manila, the Philippines. 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, Myanmar, the Philippines, and Thailand, the Forum explored Southeast Asian approaches to SSR in the context of peace processes, with special emphasis on the role of parliaments. Notably, in 2014, and for the first time, a delegation of Members of Parliament from Myanmar participated in the IPF-SSG, reflecting the growing engagement of DCAF in supporting the political reform process in Myanmar with special emphasis on the police and parliament.

Support to good governance of the police in Myanmar

At the national level in 2014, the activities of the Southeast Asia Programme clearly concentrated on Myanmar. After a quick start in late 2013, throughout 2014 DCAF implemented the police accountability and good governance component of the EU project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management'. Funded under the EU Instrument for Stability for an extended period of 24 months, DCAF's contribution to this project focusses on supporting local stakeholders in their efforts (i) to develop a future vision of the Myanmar Police Force (MPF), (ii) to review the MPF's legal framework and update manuals and doctrine, and (iii) to strengthen accountability of the MPF to Parliament.

DCAF's support towards the development of a new police vision included a series of country case studies and recommendations. The results were shared and discussed in a series of workshops with the Myanmar Police and local stakeholders. In addition, representatives of the Myanmar Police leadership and regional commanders were taken on field visits to Belgium, the Netherlands, India, and Indonesia, where they interacted with colleagues at police headquarters and academies to learn from their experiences in developing and implementing a police vision.

After identifying priorities for amending and introducing new legislation to guide the work of Myanmar's police, DCAF's support focussed on developing options for a new crowd management approach and a new code of police ethics and conduct. DCAF experts carried out studies on legal standards and principles, as well as Western European,

North American, and Southeast Asian experiences. Together with a core group of senior officers within the Myanmar Police and with the help of numerous consultations with local experts and civil society organizations, they developed a new crowd management manual and code of ethics, which both merge Myanmar realities with international standards on modern policing and respect for human rights and fundamental freedoms. While accepted in principle and already implemented in both training and real-life crowd management and public order situations, the final adoption, the finalization of operational guidelines, and further efforts to trigger urgent legal change have been prioritized as cornerstones for DCAF's support in 2015.

Within the area of parliamentary capacity building, DCAF produced a mapping study on parliamentary oversight of the police in eight European and Asian states, which resulted in a catalogue of good practices, institutional frameworks, and procedures for police oversight. Furthermore, DCAF experts conducted dozens of consultation meetings and workshops on strengthening police oversight with members of parliament, parliamentary staffers, and the Myanmar Police Force. In particular, in response to the request of Daw Aung San Suu Kyi in her capacity as Chair of the Parliamentary Rule of Law Committee, DCAF conducted a series of capacity-building workshops on the role of parliament in police governance. These workshops resulted in specific recommendations for strengthening police accountability.

Lastly, and for the second year in a row, DCAF 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, Governance, and Public Participation'. After the successful delivery of two courses in 2013 and 2014, the GCSP and DCAF received a mandate from the Swiss Federal Department of Foreign Affairs to offer the course for a further three years (2015–2017).

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

Cambodia	• Supported the Cambodian Institute for Cooperation and Peace (CICP) establish the first-ever Cambodian Study Group on SSG and SSR. The Study Group comprises 30 representatives of key stakeholders from various government ministries, Parliament, the armed forces, police, as well as civil society, academia, and the media.

Japan	• Supported Ireland to deliver a series of training, outreach, and advocacy activities with the Japanese government and non-governmental organisations on SSR capacity building with the aim of increasing awareness and understanding of SSR among different stakeholders.
Mongolia	• Continued cooperation with the State Great Khural (Parliament) of Mongolia, government ministries, and the Open Society Forum in two activity weeks of trainings and hearings with the Parliament, the security sector, and NGO representatives, including a seminar on Police Reform and Change Management for CSOs; a two-day workshop on police reform and change management for high- and mid-level National Police Agency officials; a workshop on internal control and investigation mechanisms in the Justice and Home Affairs sphere; and a workshop for the Police Academy to assess the current curriculum development for the police academy.
Myanmar	• Throughout 2014, DCAF implemented the police accountability and good governance component of the EU project 'Support to Reform of the Myanmar Police Force in the Areas of Community Policing and Crowd Management'. Funded under the Instrument for Stability for a 24-month period, DCAF's contribution focusses on supporting local stakeholders in their efforts (i) to develop a future vision of the Myanmar Police Force (MPF), (ii) to review the MPF's legal framework and update manuals and doctrines, and (iii) to strengthen parliamentary accountability of the MPF to Parliament: • (i) DCAF's support to the development of a new police vision included country case studies and recommendations towards a new police vision. Results were discussed at workshops with the Myanmar Police and local stakeholders, and Myanmar Police leadership / regional commanders visited police headquarters and academies in Belgium, the Netherlands, India, and Indonesia to learn from their experiences in developing and implementing a vision. • (ii) DCAF focussed on developing options for a new crowd management approach and a new code of police ethics and conduct. To this end, the Centre's experts combined studies on legal standards and principles, including from Western European, North American, and Southeast Asian experiences, with the support of senior Myanmar Police officers and consultations with local experts and CSOs, thus developing a new crowd management manual and code of ethics. These have to some extent already been implemented in both training and real crowd management situations, and their finalisation is a priority for DCAF in 2015.

	• (iii) The Centre has produced a mapping study on parliamentary oversight of the police in eight European and Asian states, resulting in a catalogue of good practices, frameworks, and procedures for police oversight. Further, the Centre's experts conducted consultations on strengthening oversight with members of parliament, parliamentary staffers, and the Myanmar Police Force, including a series of capacity-building workshops on the role of parliament in police governance, as requested by Daw Aung San Suu Kyi, Chair of the Parliamentary Rule of Law Committee. • Lastly, DCAF contributed to a Geneva Centre for Security Policy (GCSP)–DCAF training course for young professionals from CSOs, political parties, parliament, and government ministries in Myanmar on 'International Relations, Governance, and Public Participation'. After the successful delivery of two courses in 2013 and 2014, the GCSP and DCAF have been mandated by the Swiss Federal Department of Foreign Affairs to offer the course for a further three years.
Nepal	• Held consultations with key political and administrative figures in Nepal on the implications of federalisation for the security sector, in support of a two-year project funded by the Swiss Federal Department of Foreign Affairs and run by the Nepal Institute for Policy Studies.
Pakistan	• Supported the United Nations Office on Drugs and Crime on behalf of Norway in conducting a scoping mission to determine the feasibility of a future comprehensive assessment of the police training and education system in Punjab, Pakistan.
Philippines	• In cooperation with the Philippine Safety College and the Philippines National Police Academy, co-organised a workshop on 'Security Sector Reform and Police Governance: Learning from International Experience' for 240 senior police officers at Camp Gen. Mariano Castaneda in Silang. This was the first in a planned series of capacity-building events between DCAF and Philippine police institutions. As a result, it was agreed that SSR will become a regular item in the higher education of senior police officers.

Thailand

- Designed and delivered a capacity-building training workshop on 'Peace Processes, Security Sector Governance and the Media', with a focus on exploring concepts of decentralization and autonomy as well as opportunities of community radio stations to contribute constructively to society's search for indigenous solutions to limited self-rule within a larger pluralist society. The workshop formed part of a course on current political and social issues organized by the National Broadcasting and Telecommunications Commission of Thailand for 100 community radio broadcasters from local radio stations in the three southern provinces.
- Co-organized a conference on The Future of Political Governance and Security Sector Governance in Southern Thailand with the National Broadcasting and Telecommunications Commission of Thailand and the University of Passau. Speakers included Thai and international experts (including from DCAF) and explored options for decentralisation and limited autonomy arrangements for the three southern border provinces, along with consequences for security sector governance. The 70 participants included journalists and academics from the Bangkok area and from the Southern provinces as well as high-ranking government officials (including from the Ministries of Defence, Justice, and Foreign Affairs).

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

As a result of the previous record of cooperation, Mongolia joined DCAF.

Key Results 2014:

As a result of the organisation of the 12th IPF-SSG on SSR and peace processes, members of parliaments, parliamentary staffers, and government and security officials of various Southeast Asian countries were able to identify lessons learned and good practices of parliamentary involvement in SSR and peace processes. Moreover, DCAF's continued support to the IPF-SSG process since 2006 has resulted in the creation of a broad network of 300+ alumni representing their countries' security sectors and in a number of national level SSG/SSR multi-stakeholder initiatives in Southeast Asian countries.

As a result of DCAF-facilitated participation in field visits organized to Belgium, the Netherlands, India, and Indonesia, key leaders within the Myanmar Police developed a keen understanding of European and neighbouring countries' approaches to democratic policing as well as the sometimes difficult road towards evolving into a modern police service from a colonial and/or authoritarian past. This experience has visibly strengthened their commitment and enthusiasm towards ongoing police reform efforts.

As a result of DCAF's technical assistance and policy advice to the Myanmar Police's leadership in developing new internal doctrines and manuals, the Myanmar Police has developed a first-ever crowd management manual consistent with international policing standards. In addition, and also with the support of DCAF, a first draft of a police code of ethics has been developed. Together with training activities provided by DCAF's EU project partners in Myanmar, these new regulatory frameworks have resulted in the peaceful and non-violent management of several potentially highly volatile crowd situations throughout the country, including the peaceful handling of demonstrations connected to Myanmar's chairmanship of ASEAN in 2014.

As a result of DCAFs parliamentary capacity building, over 150 members of parliament and parliamentary staffers were introduced to international good practices on the role of parliament in police governance. Specifically, due to the workshops, members of parliament were able to formulate their own ideas and recommendations to improve accountability of the police to the parliament in Myanmar.

Latin America and the Caribbean

Milestones:

2002	DCAF begins cooperation with democratic institutions, security providers, and civil society in Latin America and the Caribbean on security sector governance issues.
2009	Argentina joins DCAF.
2011	Chile joins DCAF as a permanent observer. DCAF publishes *Política de Defensa en América Latina* (Defence Politics of Latin America).
2013	DCAF contributes 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.*

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 2014, DCAF's ISSAT provided support for the second year 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 backstopping in the areas of security sector reform, conflict analysis, and conflict sensitivity. In particular, DCAF's ISSAT has supported the SDC and their partners the Peace and Justice Alliance and the Inter-American Development Bank in their strategic Justice and SSR planning in order to increase organisational integrity and capacity and to support the SDC and partners in strengthening a conflict sensitive approach to development.

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

Key Results 2014:

- Due in part to DCAF's technical advice and capacity building contributions, the Peace and Justice Alliance's capacities have seen marked increases, especially regarding strategic planning, risk awareness, organisational structure, and its focus on the pursuit of long-term results.

- With DCAF's capacity building support, the Republic of Honduras has taken a stronger role in the national ownership of the Inter-American Development Bank-associated programming, which is likewise more clearly aligned with national priorities.

Global Issues in 2014

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*.

Milestones:

2014	DCAF initiates its multi-year support to the new Tunisian parliament.
	DCAF launches its online database of Libyan security sector legislation.

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 support parliaments in fulfilling their constitutional role as legislative, representative, and oversight bodies in the field of security and defence. DCAF's parliamentary programmes are undertaken with the objective of informing, advising, and fostering cooperation on different aspects of security sector governance (SSG) among national and regional parliaments, inter-parliamentary assemblies, and executive bodies. They support capacity-building processes, addressing the following three dimensions:

- **Developing knowledge products** that parliamentarians and their support staff can refer to in their legislative and oversight work, such as handbooks, policy papers, training materials, and comparative studies.
- **Organisational development** through the elaboration of structures, processes, and procedures within parliamentary bodies.
- **Developing institutional and legal frameworks** that foster democratic governance of the security sector.

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;
- *Parliamentary Powers in Security Sector Governance*, 2011
- *Overseeing Intelligence Services: A Toolkit*, 2012;
- *Training Toolkit For Parliamentary Staffers*, 2012;
- *Controles Democráticos del Sistema de Seguridad en el Ámbito Legislativo*, 2014;
- *Parliamentary Oversight of the Security Sector*, 2013; and
- *Evaluation of Parliamentary Powers Related to Oversight of the Defence Sector in Georgia*, 2014.

In 2014, DCAF continued its collaboration with inter-parliamentary bodies, namely the OSCE Parliamentary Assembly, the NATO Parliamentary Assembly, and the Inter-Parliamentary Union. These activities are listed in the table below:

Partner	Activity
Organization for Security and Co-operation in Europe (OSCE) Parliamentary Assembly	• DCAF supported the Swiss Parliament's OSCE PA delegation's planning and implementation of the OSCE Parliamentary Assembly Autumn Session held 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)	• *Contrôle et Orientation – La Pertinence du contrôle parlementaire pour le secteur de la sécurité* published jointly by DCAF and NATO PA[19]. • DCAF participated in the 86th Rose-Roth Seminar in Baku, Azerbaijan on 'The South Caucasus: Challenges and Opportunities'; the 87th Rose-Roth Seminar on 'Eastern Europe: New Political and Security Challenges', focusing on the situation in Ukraine; and the 60th NATO PA Annual Session in The Hague, the Netherlands. • Ongoing cooperation with the NATO PA Orientation Programme for newly elected MPs.

[19] www.dcaf.ch/Publications/Controle-et-Orientation-La-Pertinence-du-Controle-Parlementaire-pour-le-Secteur-de-la-Securite

Partner	Activity
Inter-Parliamentary Union (IPU)	• Participated in the 130th and 131st sessions of the IPU General Assembly held in Geneva, Switzerland.

DCAF also participated in various parliamentary assistance activities in 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, DCAF continued to support parliaments in fulfilling a relevant role in security governance and oversight and further aligning national laws, procedures, and practices to European standards. A total of 13 capacity building activities were implemented in 2014, and DCAF provided tailor-made assistance to parliamentary committees that hold competency over the security sector, contributing to the development of independent capacity regarding policy analysis, relevant legislation, and effective oversight. Two regional events were organised in 2014 providing a platform for sharing experiences, practices, and lessons learned from security sector reform (SSR) and governance across the Western Balkans, with the aim of fostering cooperation and confidence across the entire region.
- In the Newly Independent States region, DCAF supported parliamentary hearings on SSG/SSR issues and training seminars for parliamentarians in Armenia, Georgia, Kyrgyzstan, and Ukraine.
- In Asia, DCAF continued cooperation with the State Great Khural (Parliament) of Mongolia, government ministries, and the Open Society Forum in two activity weeks of trainings and hearings with the Parliament, security sector, and NGO representatives. DCAF continued to implement the police accountability and good governance 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. In Myanmar, DCAF is working with local stakeholders in developing methods to render the police more accountable to the Parliament. The work with Parliament covers consultation meetings, parliamentary capacity building workshops, and policy studies.

- In the Middle East and North Africa, the DCAF Tunis office initiated its multi-year support to the new Tunisian parliament, and, as a result of this, the parliament established two parliamentary committees overseeing the security sector. DCAF also produced an overview of necessary legal changes *vis-à-vis* SSG/SSR that the new Tunisian Constitution has triggered. In Libya, DCAF launched its online database of legislation relating to the Libyan security sector[20]; the database functions as a resource for Libyan decision-makers, researchers, the Libyan public, and the international community, and it aims to contribute to a common understanding of the current legal framework regulating the Libyan security sector.
- In sub-Saharan Africa, DCAF continued activities in support of the National Assembly of Burkina Faso, published *Projet d'appui : Atelier d'auto-évaluation des capacités parlementaires et des besoins législatifs*, and visited the country to follow up on the recommendations made in the publication. DCAF also supported the funding of an assistant for the Head of the Foreign Affairs and Defence Committee (a national technical advisor) and conducted a workshop on the role of the parliament in security sector reform related to gender, legislative issues, and the parliament as an institution. In Mali, DCAF undertook a fact-finding mission as part of a regional programme on the work of the parliament, executive, and administration. And jointly with the Economic Community of West African States, DCAF is developing a regional toolkit on SSR which will include a section on parliamentary support.

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

[20] www.security-legislation.ly

Key Results 2014:

- As a result of DCAF's Memorandum of Understanding with the Parliament of Armenia and the OSCE, an evaluation of parliamentary oversight of the security sector was published in Armenian and disseminated to stakeholders.

- As a result of DCAF's work in Libya, security sector stakeholders, particularly constitution-drafters and legislators, now have access to a comprehensive online database of Libyan security sector legislation.

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, which takes stock of progress and identifies implementation challenges faced by Montreux Document participants. In February 2013 the statutes of the ICoC Association are formally adopted, leading to the establishment of the ICoCA in September 2013 as a Swiss-based organisation, hosted at DCAF's premises.

Milestones:

2014	As direct follow-up to the Montreux +5 Conference, a Forum of Montreux Document participating states is established in December 2014 in Geneva. DCAF is designated as the Secretariat of this new platform of exchange, known as the Montreux Document Forum. DCAF continues to support the establishment and operationalisation of the ICoCA through administrative and expert support as well as, in particular, through assisting with the development of the monitoring and certification procedures of the Association.

As part of DCAF's holistic approach to security sector reform and governance (SSR/SSG), the private security governance programme focuses on three interlinked dimensions:

- Promoting an effective legal and policy framework to regulate private security companies operating at the international and domestic levels;
- Supporting innovative oversight mechanisms for the private security industry, both at the domestic and international levels; and
- Strengthening capacities to enhance management and oversight of the private security sector.

In 2014, DCAF continued to actively support the effective regulation of the international private security industry. This included the promotion of two complementary initiatives: the Montreux Document on private military and security companies (PMSCs) and the International Code of Conduct for Private Security Services Providers (ICoC). Furthermore, DCAF continued to support the development of relevant international initiatives in the field, engaging with the United Nations Working Group on the Use of Mercenaries and participating in the Open-ended Intergovernmental Working Group, which seeks to elaborate an international framework on the regulation, monitoring, and oversight of the activities of PMSCs.

Promoting effective regulation and governance of the private security industry at the domestic level has emerged as a key DCAF priority in the area of private security governance in 2014. In June 2014, DCAF launched an innovative programme which brings together researchers from DCAF and four partner organisations in the Western Balkans and Eastern Europe to conduct research on challenges of private security

regulation in Albania, Bulgaria, Kosovo*, and Serbia. In addition, DCAF continued to work with the Croatia-based Centre for Security Cooperation (RACVIAC) to organise in April 2014 a regional workshop on PMSCs and the national security sector in Southeast Europe. Finally, DCAF's private security programme provided expert advice to the Organization for Security and Co-operation (OSCE) headquarters and field offices on private security regulation, in particular in Armenia.

International Code of Conduct for Private Security Service Providers

Following the adoption of the Articles of the ICoC Association (ICoCA) in February 2013 and the establishment of ICoCA as a Geneva-based organisation in September of the same year, DCAF's 2014 priorities were twofold:

- Supporting the operationalisation of an effective oversight mechanism through administrative and expert support to the establishment of the ICoC Association, in particular on the development of the certification and monitoring procedures of the Association.
- Promoting the ICoC initiative and its implementation through the organisation of outreach events, development of tools, and support to different stakeholders to facilitate their participation in this multi-stakeholder process.

A wide range of activities were conducted in this framework, as described below:

In July 2014, DCAF, in cooperation with the Swiss Federal Department of Foreign Affairs (FDFA), organised the first ever event focusing on options for States to regulate the private maritime security sector. Government and maritime private security representatives identified the advantages and disadvantages of different paths towards the regulation of this sector and explained how their respective governments had approached the topic, including how they are using the ICoC in this context. The event was attended by 26 participants coming from 20 States and the European Union and was followed by the publication of an expert report.

* 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, 25 member states did not do so, and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

DCAF broke new ground in reaching out to local civil society organisations (CSOs) based in Francophone Africa and Latin America through events raising awareness about the ICoC and the newly established Association as well as identifying the challenges linked to private security operations in these regions.

The ICoC is increasingly recognised as the third generation of multistakeholder initiatives in the field of business and human rights. Building on the links between this initiative and the UN Guiding Principles on Business and Human Rights (UNGPs), DCAF participated in two regional consultations organised by the International Corporate Accountability Roundtable aiming to develop a toolkit for National Action Plans to support the development and evaluation of State-level measures to implement the UNGPs. DCAF promoted the ICoC to governments, CSOs, national human rights institutions, and affected communities from Asia (India, May 2014) and Latin America (Colombia, February 2014).

Finally, as part of its ongoing support to ICoCA, DCAF developed a new website for the organisation: the web platform is available both in English and French and provides news and updates on ICoCA, the development of its core procedures, as well as its operations[21]. Historical information on the development of the ICoC as well as specific guidance on how to join the initiative are also made available.

The Montreux Document

In 2014, 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 international legal obligations regarding the operations of private military and security companies during armed conflict, as articulated in the Montreux Document. In 2014, the number of participants to the Montreux Document reached a milestone, having tripled since the original adoption of the Document. 51 States and three international organisations have now joined the initiative, the latest being Ireland in November 2014.

The Montreux +5 Conference held in 2013 underscored the need to increase support for the Montreux Document, enhance dialogue

[21] www.icoca.ch

amongst participants, and provide support for the implementation of the rules and good practices contained in the Document. Therefore, in 2014, DCAF aligned its work along these priorities. The year was highlighted with the launch of the Montreux Document Forum (MDF) in December in Geneva, which shall serve as a platform of discussion amongst Montreux Document participants. Switzerland and the ICRC are currently acting as Co-Chairs of the MDF.

DCAF continued to implement the multi-year programme of regional conferences to promote the Montreux Document, in support of the Swiss FDFA and the ICRC. For the first time, the Regional Conference was held in Africa, and it gathered sixteen francophone and lusophone states as well as regional and international experts. The Conference, held in Dakar, Senegal in June 2014, was organised by the Swiss FDFA, the ICRC, the Government of Senegal, and the *Centre pour les Hautes Etudes de Défense et de Sécurité*. It was perceived as a wake-up call for African states: all participants agreed that a dialogue on the use and regulation of PMSCs needs to take place in the region and needs to be contextualised to the specific challenges most states face in this regard.

Furthermore, DCAF presented the Montreux Document during the first African Regional Forum on Business and Human Rights convened by the UN Working Group on Business and Human Rights in Ethiopia in September 2014. The presentation – the first of its kind in such a forum – raised much interest amongst participants from CSOs, businesses, as well as governmental officials.

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

Key Results 2014:

- As a result of DCAF's support to the establishment of the Association of the International Code of Conduct for Private Security Services Providers, the Association has been able to start its activities in Geneva and to develop key procedures. This is expected to provide the basis for expanded membership and the operationalization of the oversight role of the Association.

- As a result of DCAF's support to the Swiss FDFA and the ICRC, a Forum of Montreux Document (MDF) participants was established. The MDF is expected to increase dialogue amongst states and international organisations on the regulation of private military and security companies, leading to more effective oversight and accountability of the private security sector.

Business and Security Sector Reform

Milestones:

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	DCAF and the ICRC launch a Knowledge Hub gathering available resources on security and human rights related issues and a practical Toolkit to support VPs implementation. DCAF establishes a partnership with IPIECA, the global oil and gas industry association for environmental and social issues, with the aim of developing practical tools that can support responsible security operations. Likewise, a partnership is established with the Peruvian NGO *Socios Perú* to support local VPs implementation.

Companies working in complex environments face many security challenges around their areas of operations. These challenges can undermine the safety and security of their operations and staff while also affecting the human rights of local communities. How companies engage with public and private security, as well as their management and oversight bodies, is therefore of crucial importance for security sector reform and security sector governance (SSR/SSG). DCAF supports holistic approaches to addressing security governance challenges, including through promoting innovative public-private

partnerships that bring together the private sector, states, international organisations, and civil society organisations to promote security, development, and the protection of human rights. In this context, DCAF is an official Observer to the Voluntary Principles on Security and Human Rights (VPs). The VPs is a multi-stakeholder initiative in which governments, extractive companies, and NGOs work together to guide extractive companies in maintaining the safety and security of their operations within an operational framework that encourages respect for human rights.

In partnership with the International Committee of the Red Cross (ICRC), which is also an observer organisation to the VPs, and with the support of the Swiss Federal Department of Foreign Affairs, DCAF develops practical guidance and tools for VPs member companies working with public and private security forces in complex environments. Two products were launched in 2014: a Knowledge Hub[22] and a Toolkit[23] of good practices.

An innovative online platform: the Knowledge Hub

The Knowledge Hub is a web platform that brings together guidance documents, tools, and case studies that address security and human rights issues related to corporate operations in complex environments. By organising resources in a user-friendly manner, the Knowledge Hub facilitates access to information and promotes knowledge sharing. New publications and resources are regularly added to the Hub.

A practical Toolkit on security and human rights good practices

Launched in 2014, the *Addressing Security and Human Rights Challenges in Complex Environments* Toolkit is a guidance document which addresses real-life security and human rights challenges related to companies' engagement with host governments and public security forces. Based on extensive desk research, consultations with a wide variety of actors, and field research in Colombia, Peru, the Democratic Republic of the Congo, and South Africa, good practices and recommendations are provided on how to address these challenges, complemented by practical tools and case studies.

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

[23] The Toolkit can be accessed at: www.securityhumanrightshub.org/content/toolkit

New guidance for companies working with private security providers is under development and will be published in 2015 as part of the second version of the Toolkit.

New partnerships

As a result of the launch of the Knowledge Hub and the publication of the Toolkit in 2014, various stakeholders have reached out to collaborate with DCAF's Business & SSR programme. IPIECA[24], the global oil and gas industry association for environmental and social issues, has partnered with DCAF and the ICRC to jointly develop tools that can support responsible security operations and related good practices. *Socios Perú*, a Peruvian NGO, engaged in a partnership with DCAF and the ICRC to support companies implementing the VPs in Peru and develop contextually relevant processes and tools. All tools developed thanks to these new partnerships will be made freely available on the Knowledge Hub.

In 2014, DCAF's Business & SSR programme engaged in a three-year project through an innovative public-private partnership with the Centre for International and Defence Policy at Queen's University, the McGill/*Université de Montréal* Centre for International Peace and Security Studies, the Centre for Security Governance, Rio Tinto, and the ICRC. This joint project aims to develop a framework for security prevention and corporate social responsibility standards in the extractive industry.

For detailed information about DCAF's Business and Security programme, see www.dcaf.ch/Programmes/Business-and-Security-Sector-Reform

[24] The International Petroleum Industry Environmental Conservation Association; since 2002 referred to as IPIECA, the global oil and gas industry association for environmental and social issues.

Key Results 2014:

- As a result of the strategic partnership between DCAF and the ICRC, a Knowledge Hub has been launched that gathers key resources on business and security sector reform. This has fostered multi-stakeholder approaches across industry, government, and civil society that have led to the identification of concrete and practical solutions to human rights and security challenges in complex environments.

- As a result of the development and dissemination of the Toolkit on *Addressing Security and Human Rights Challenges in Complex Environments*, a number of companies in the extractive sector have been exposed to SSR-related good practices. This has led to new ways of addressing corporate security arrangements and practices at headquarters and on the ground.

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 Geneva Internet Platform is launched in October 2013 to foster cooperation among the centres of excellence on cyber security in Switzerland, industry, and civil society as well as to serve as a basis for potential digital policy initiatives.
2014	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 participates in the 2014 Internet Governance Forum held in Istanbul, Turkey in September 2014. The Geneva Internet Platform holds the multi-stakeholder conference in November 2014 under the title Internet Governance at a Crossroads. DCAF publishes *Multi-stakeholder Approaches to Governance: Opportunities and Challenges,* which identifies lessons learned from other multi-stakeholder initiatives that could inform approaches to internet governance.

Milestones:

2014	In partnership with DiploFoundation, DCAF organizes the Young Faces Network Cybersecurity Winter School for the Western Balkans.
2015	DCAF becomes a founding member of the Steering Committee for the Geneva Internet Platform for the period 2015–2018.

Over the past five years, DCAF has devoted significant research capacities to the identification of linkages between cyber security and security sector governance / security sector reform (SSG/SSR). In the framework of the 'Horizon 2015' project, launched in 2010, the Centre identified challenges and topics that would dominate the SSG/SSR agenda over the next five years, among which cyber security featured prominently. Producing five studies on cyber and internet governance related topics, 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 internet governance (i.e., the definition of the "rules of the game" for taking decisions and providing oversight and accountability). In light of its expertise, DCAF is particularly equipped to address challenges posed by the third category, governance.

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

Following the models of the International Code of Conduct for Private Security Service Providers and the Montreux Process, which raise states' awareness of certain international legal obligations, and which have proven extremely successful in addressing the complex challenges

of private security regulation, DCAF advocates a multi-stakeholder approach to the multiple challenges posed by internet governance.

During the course of 2014, DCAF actively supported the new Geneva Internet Platform (GIP), an initiative of the Swiss Federal Department of Foreign Affairs working together with DiploFoundation. The GIP is now housed in new premises adjacent to the Maison de la Paix and is poised to become a leader in the internet governance space. Currently, talks are ongoing with members from industry to install a Digital Dialog Laboratory in the same premises.

One of DCAF's first major areas of collaboration with the GIP was in the organisation of the conference Internet Governance at a Crossroads, which was held in Geneva in November 2014. The conference addressed a number of important areas of internet governance, including developing innovative forms of cooperation to address the complexities of internet governance and how to involve different stakeholders in effective forms of participation. It also looked to other examples of multi-stakeholder governance to identify good practices and lessons learned that could be applied in the internet governance context.

With a view to building capacity in the leaders of tomorrow, DCAF organized in December 2014 in Petnica, Serbia a Winter School on Cybersecurity for the Young Faces Network. The Winter School was carried out in collaboration with DiploFoundation and with the financial support of the Swiss Government. The course addressed a number of important topics in cybersecurity and internet governance, including cyberwarfare, cyberterrorism, and cybercrime as well as specific internet governance issues. It also provided a regionally-specific overview of cybersecurity / internet governance issues in Serbia.

Joining the Graduate Institute of International and Development Studies, the Geneva Centre for Security Policy, the Geneva International Centre for Humanitarian Demining, as well as some twenty partner organisations at the new Maison de la Paix, DCAF is poised to further make concrete and consolidate its activities in internet governance / cybersecurity. The Maison de la Paix creates an unprecedented and unique concentration of expertise in all matters related to good governance, security, cyber security, disarmament, sustainable development, and conflict resolution. To that end, 2015

should see DCAF's continued involvement in the area of internet governance, with projects planned to support parliamentary oversight of the internet / cybersecurity.

Key Results 2014:

- As a result of DCAF's research in the areas of cyber security and internet governance, the Centre has provided impetus to the development and establishment of the Geneva Internet Platform, including assisting in its establishment within the framework of the Maison de la Paix. This will reinforce the profile of Geneva as a global hub for internet governance issues.

- As a result of the DCAF Winter School on Cybersecurity for the Young Faces Network, young professionals from the Western Balkans were oriented with a number of important topics in cybersecurity and internet governance, including cyberwarfare, cyberterrorism, and cybercrime as well as specific internet governance issues. This will foster sustainable national capacities to address cyber security challenges.

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.
2011	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. DCAF launches ICOAF.org, which serves as a platform to disseminate, promote, and share information on ombuds institutions for the armed forces.
2012	DCAF publishes *Ombuds Institutions for the Armed Forces: A Handbook*. 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.
2013	With support from the *Organisation Internationale de la Francophonie*, DCAF publishes *Ombuds Institutions for the Armed Forces in Francophone West Africa*, which was a compilation of three country case studies: Burkina Faso, Burundi, and Senegal. 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.

Milestones:

2014	The sixth International Conference of Ombuds-Institutions for Armed Forces takes place in Geneva, hosted by DCAF
	NATO and the Ministry of Defence of Norway support the development of a guide on preventing and responding to gender related complaints in the armed forces.
	To date, representatives of 49 countries have participated in ICOAF conferences as well representatives of the EU, EUROMIL, NATO, OSCE, and the 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 learned 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 49 countries have participated in the ICOAF initiative: Albania, Argentina, Armenia, Australia, Austria, Belgium, Bosnia and Herzegovina, Burkina Faso, Burundi, Cameroon, Canada, Côte d'Ivoire, the Czech Republic, Estonia, Finland, France, Georgia, Germany, Honduras, Hungary, Ireland, Japan, Kosovo*, Kyrgyzstan, Latvia, Lithuania, Mali, Mongolia, Montenegro, Nepal, the Netherlands, Niger, Norway, Poland, Romania, Russia, Senegal, Serbia, Slovakia, Slovenia, South Africa, Sweden, Switzerland, Tajikistan, Togo, Tunisia, Ukraine, the United Kingdom, 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 participated in ICOAF conferences as observers.

As part of its role as facilitator to the ICOAF initiative, DCAF developed and manages the ICOAF website, which functions as a

* 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, 25 member states did not do so, and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

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.[25]

In 2014, the focus of ICOAF was upon the role of ombuds-institutions in receiving and investigating complaints about the use and abuse of social media, the image of armed forces in society, and capacity building. Through various ICOAF related platforms and activities, DCAF realised the following objectives in 2014:

- 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 Côte d'Ivoire, Georgia, Kosovo, Nepal, and Tunisia.

The highlights of DCAF's work relating to ombuds-institutions for the armed forces in 2014 included:

- The 6th International Conference of Ombuds-Institutions for Armed Forces in Geneva in October 2014. The objectives of the conference were (i) to improve the capacity of ombuds-institutions to use social media in their own work as well as to deal with complaints related to social media abuse in and by the armed forces, (ii) to prepare ombuds-institutions to effectively manage complaints related to defence reform, and (iii) to assist ombuds-institutions in their efforts to improve complaints handling processes as well as their relations with armed forces. Furthermore, the preliminary findings of two DCAF mapping studies were presented on challenges and entry points for improving the functioning of ombuds-institutions in the OSCE region and in francophone sub-Saharan Africa. The conference attracted 66 civil ombuds persons, defence ombuds

[25] www.icoaf.org

persons, parliamentary commissioners, and inspector-generals of 37 countries in Africa, America, Asia, and Europe. In the final conference statement, the participants requested DCAF to develop a guide on ombuds institutions and social media in the context of defence. The 6th ICOAF took place with the support of the International Organisation of La Francophonie (IOF) and the Swiss Federal Department of Defence, Civil Protection and Sport.

- A roundtable with representatives of ombuds-institutions from Armenia, Georgia, Tajikistan, and Ukraine in Geneva in October 2014. The meeting was held as a side event for the 6th ICOAF with the purpose of identifying shared or common challenges, establishing capacity development needs, and assessing the level of support received by these institutions.
- A roundtable with francophone countries of north, west, and sub-Saharan Africa designed to bring together representatives of ombuds-institutions (from Burkina Faso, Madagascar, Mali, Niger, and Senegal), representatives of national human rights commissions (Cameroon and Togo), and representatives of Ministries of Defence (Côte d'Ivoire and Tunisia) with the objective of strengthening regional cooperation between these institutions. The discussions focused on the ombuds-institutions' challenges, available resources (financial and personnel), role, and mandate as well as their responses to challenges with a focus on the integration of gender-related issues in security sector oversight and the involvement of external actors.
- The release of two thematic publications on ombuds-institutions. *Capacity Development and Ombuds Institutions for the Armed Forces* and *Ombuds Institutions for the Armed Forces and Gender*, which have served to advance understanding of specific challenges faced by ombuds-institutions and to inform future work.
- The agreement with the Office of the Inspector-General of the Ministry of Defence of the Czech Republic to co-host the 7th ICOAF in Prague in October 2015.
- The agreement with the IOF to conduct a mapping study on ombuds-institutions for the armed forces in all IOF-member states in sub-Saharan Africa. Its publication is foreseen in 2015.
- The presentation of the OSCE Office for Democratic Institutions and Human Rights–DCAF mapping study on ombuds-institutions for the armed forces in the Euro-Atlantic region at the Human Dimension Implementation Meeting in Warsaw in September and October 2014.

- The development of a guide on preventing and responding to gender related complaints in the armed forces; the guide will be produced with support from the Science for Peace and Security Programme of NATO as well as the Ministry of Defence of Norway. It will be drafted jointly with the Parliamentary Commissioner for the Armed Forces of Norway.

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

Key Results 2014:

As a result of DCAF's role as host of the 6th ICOAF in Geneva, ombuds-institutions of 37 states were able to exchange best practices and formulate strategies for better responding to and preventing complaints related to the abuse of social media in the armed forces. As an outcome of the 6th ICOAF, DCAF received a mandate to develop a guide on preventing and responding to complaints related to the abuse of social media.

Due to DCAF's mapping study on ombuds-institutions for the armed forces in francophone sub-Saharan Africa, local actors and the international community are able to identify the scope for future capacity building in this area of work.

Due to the presentation of the results of the ODIHR–DCAF mapping study on ombuds-institutions for the armed forces in the Euro-Atlantic region, representatives of these OSCE participating States were able to identify the needs for future capacity building in this area of work.

In recognition of DCAF's expertise, ombuds-institutions mandated DCAF to develop a guide on preventing and responding to gender related complaints in the armed forces which can be used in future capacity building activities; financial support is additionally provided by NATO and the Ministry of Defence of Norway.

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.*
2014	DCAF begins its series of guidance notes on gender and security oversight.

In 2014, DCAF maintained its position as the point of reference for gender and security sector reform (SSR) through cooperation with multilateral organisations such as the EU, the North Atlantic Treaty Organization (NATO), the Organization for Security and Co-operation in Europe (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.

DCAF supported the NATO Special Representative on Women, Peace and Security in organising consultations with civil society on the

Alliance's implementation of the NATO–Euro-Atlantic Partnership Council (EAPC) Policy on Women, Peace and Security as well in supporting the NATO Committee on Gender Perspectives in designing their 2014 Annual Conference. The above civil society consultation, a first for NATO, resulted in a number of recommendations being adopted in the Action Plan for the implementation of the NATO–EAPC policy on UN Security Council Resolution 1325 on Women, Peace and Security.

As chair of the SSR Working Group of the Partnership for Peace Consortium of Defence Academies and Security Studies Institutes (PfPC), DCAF concluded a series of four workshops, running from 2012 to 2014, on 'Teaching Gender to the Military,' with an event focusing on gender-responsive evaluation of military education. The workshop series served to foster knowledge and skills for delivering gender education and training to the military pursuant to the United Nations Security Council resolutions on women, peace and security and the NATO–EAPC policy framework, and it involved over its three-year duration 66 experts from 23 NATO and Partner countries. DCAF continues its engagement with the PfPC community on the topic and launched in December 2014 the process to compile a co-authored manual on teaching gender to the military, to be completed in 2015.

DCAF also continued its outreach work throughout donor nations, with numerous speaking engagements at international conferences, seminars for government officials, training workshops, and provision of input into policies and programmes. This outreach work results in a wider awareness of the importance of integrating gender in SSR and security sector governance (SSG) frameworks by the major donors, which in turn impacts international initiatives in support of SSR.

In Southeast Europe, DCAF continued extensive programming to mainstream gender in security sector institutions and provided support to the justice sector in Bosnia and Herzegovina. 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.

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. In Sierra Leone, DCAF supported the Directorate of Gender Affairs of the Sierra Leone Police (SLP) in its reviews of the SLP Gender Mainstreaming Policy and

the SLP Policy for the Prevention of Sexual Exploitation, Abuse and Harassment, which were ultimately approved by the SLP Executive Management Board in November 2014.

In 2014, DCAF concluded its collaboration with the Peace Mission Training Centre (PMTC) of the South African National Defence Forces (SANDF) by successfully completing the handover of the 'Gender for Instructors' course to the PMTC. At the request of SANDF, DCAF supported the design and delivery of this biannual two-week course from 2012 to 2014. From 2015 onward, the course will be run fully by the PMTC[26]. Moreover, DCAF assisted the Dutch and Spanish Ministries of Defense and Foreign Affairs in delivering a biannual course on gender in operations, which took place in Nairobi.

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. DCAF leveraged the knowledge and expertise of its Gender and Security Programme to draft the DCAF Gender Equality Policy and the Policy against Sexual Harassment, both endorsed by the DCAF Foundation Council in November 2014.

DCAF's research output on gender and SSR is used worldwide as a reference by both practitioners and academics. In 2014, in the area of policy oriented research, DCAF's Gender and SSR programme produced:

- A series of guides on integrating gender in the internal oversight of the armed forces, the police, and ombuds institutions;
- A guidance note on addressing sexual and domestic violence against men;
- An extensive report entitled *Gender and the Judiciary: The Implications of Gender within the Judiciary of Bosnia and Herzegovina*; and
- The *Judicial Benchbook: Considerations for Domestic Violence Case Evaluation in Bosnia and Herzegovina*.

[26] See section Regional Cooperation – Sub-Saharan Africa

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

Key Results 2014:

As a result of DCAF's engagement with the PfPC (of NATO), a multi-national community of gender and military education experts have exchanged knowledge and expertise on the topic of teaching gender to the military. The joint efforts of this community of practice, in the form of a practical publication, will provide further resources to enable the delivery of gender education and training to the military in NATO and Partner countries.

As a result of DCAF's support to the NATO Special Representative of the Secretary General for women, peace and security, recommendations from civil society organisations were considered and incorporated into the NATO–EAPC Action Plan on UN Security Council Resolution 1325.

As a result of DCAF support, a panel of nine judges from Bosnia and Herzegovina developed and published the first ever judicial benchbook on domestic violence case evaluation. Members of the panel went on to deliver training to over 130 members of the judiciary of Bosnia and Herzegovina on domestic violence using the benchbook. The development and publication of the benchbook is expected to contribute to long-term improvement in judicial practice and increased consistency of practice in domestic violence criminal cases.

Key Results 2014:

- A working group of court presidents, judges, and representatives of relevant institutions developed the first ever model policy to prevent sexual and gender-based harassment for the judiciary of Bosnia and Herzegovina. Implementation of the policy is expected to contribute to long-term efforts to affect gender equality within the judiciary of Bosnia and Herzegovina.

- As a result of DCAF support, the Georgian Ministry of Defence is reviewing its policies and procedures concerning gender and armed forces with reference to international good practice. This is expected to accelerate the successful integration of women into the Georgian Armed Forces and the implementation of the measures to build the Georgian Armed Forces' capacity for gender-responsive planning and operations.

- As a result of DCAF's policy guidance to the Directorate of Gender Affairs of the Sierra Leone Police (SLP), the reviews of the SLP Gender Mainstreaming Policy and the SLP Policy for the Prevention of Sexual Exploitation, Abuse and Harassment were approved by the SLP Executive Management Board in November 2014.

- As a result of DCAF's capacity building efforts with the South African National Defence Force (SANDF), the Peace Mission Training Centre of the SANDF now runs a twice-yearly course on 'Gender for Instructors', capacitating around 100 SANDF service members annually to deliver training and education on gender. The course is expected to have a multiplier effect, ensuring the integration of gender perspectives in SANDF both internally and in its operations.

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 2014, DCAF continued its substantive involvement in Building Integrity and Anti-Corruption initiatives in the defence sphere.

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 states. DCAF was then contracted by NATO to facilitate a two-year process through a series of capacity building activities for the national teams entrusted with the self-assessment process. The programme facilitated the understanding of corruption risks in defence establishments in Southeast European countries and their direct impact and additionally instructed participating national teams' members to identify priorities and formulate a road map for common action in building integrity in defence.

The associated Building Integrity Tailored Programme for South Eastern Europe was initially rolled out in 2013. The second phase in 2014 comprised professional development workshops: in Chisinau on 'Building Integrity in Defence Personnel Management' (in May), in Belgrade on 'Integrity in Outsourcing and Public-Private Partnerships' (in June), in Kiev on 'Required Competencies and Gaps in Designing National Defence Integrity Programmes' (in October), and lastly in Podgorica on 'Building Integrity Reference Training Curriculum' (in November).

DCAF also attended the NATO Building Integrity Conference on Institution Building, organised by the Norwegian Centre for Integrity in the Defence Sector, as well as the NATO Building Integrity Leadership Course, which took place at the NATO School in Oberammergau, Germany.

During the year, a translation of *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices* was also published in Bosnian.[27]

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

Key Results 2014:

- As a result of DCAF support in the framework of a NATO mandate, South-Eastern Europe Defence Ministerial Process states developed the capacity of civilian professionals on Building Integrity and Anti-Corruption issues in line with international standards.

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

Asylum, Migration and counter-Trafficking in Human Beings

Milestones:

2009	DCAF publishes the seminal *Strategies Against Human Trafficking: The Role of the Security Sector* with the National Defence Academy and the Austrian Ministry of Defence and Sports.
2011-2018	DCAF joins a consortium contracted by the Swiss Agency for Development and Cooperation to undertake oversight of projects in the asylum, migration and counter-trafficking sector under the Thematic Fund Security, Swiss Enlargement Contribution in Bulgaria and Romania.
2013	A new publication series begins on Migration and the Security Sector. With the Special Service for National Security of Hungary, DCAF jointly hosts a regional conference on European Internal Security and Migration Dynamics: Forced and Irregular Migration in Schengen and the European Neighbourhood. The conference engages 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.
2013-2014	INTERPOL and EUROPOL invite DCAF as an expert to the annual conference on Global Trafficking in Human Beings and the Trafficking in Human Beings Expert Group respectively.
2014	DCAF joins the consortium DemandAT to commence a research project on investigating the security sector's role in addressing demand in efforts to counter human trafficking, funded by the European Commission. DCAF joins the EU Civil Society e-Platform on Trafficking in Human Beings.

In 2014, DCAF successfully continued its nascent programme on Asylum, Migration and Counter-Trafficking in Human Beings (THB). In this framework, DCAF has maintained a strong working relationship with the Swiss Agency for Development and Cooperation (SDC) and Swiss experts for projects in Romania and Bulgaria. In addition, DCAF has forged working and dialogue relations with major agencies, government representatives, NGOs, and platforms working on migration and counter-THB, including with the EU, the International Organization for Migration (IOM), the International Labour Organization (ILO), the United Nations High Commissioner for Refugees (UNHCR), the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Office on Drugs and Crime (UNODC), EUROPOL, INTERPOL, the European Police College (CEPOL), FRONTEX, Airline Ambassadors International, the International Police Training Institute (IPTI), the International Centre for Migration Policy Development (ICMPD), *La Strada*, and the NGO ECPAT – End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes.

Projects

In 2014, DCAF extended the contract with the Swiss Agency for Development and Cooperation to oversee projects in the migration, asylum, and counter-trafficking in human beings component of the thematic fund 'Security, Stability, and Support for Reforms' in Romania and Bulgaria.

Through the establishment of the Enlargement Contribution Fund, Switzerland is committed to supporting the development of the twelve countries that joined the EU in 2004 and 2007. The aim is to contribute to the reduction of the economic and social disparities in the enlarged EU in order to enhance stability and security on the European continent. Within this framework, a consortium composed of three Swiss-based organizations (DCAF, Team Consult, and Coginta) form together the Swiss Intermediary Body, which is responsible for the oversight of the thematic security projects in the police, judicial, and migration sector.

DCAF additionally oversaw three projects in 2014, one with the Romanian National Agency Against Trafficking in Persons, one with the Romanian General Inspectorate for Immigration, and the last with the NGO Reaching Out Romania, which works with victims of human trafficking. DCAF also supported the preparation of four new projects

that will provide awareness raising and assistance to victims of human trafficking. Two will occur in Romania with the Romanian National Agency Against Trafficking in Persons as well as two in Bulgaria, with the NGO ANIMUS and IOM Romania.

Research

DCAF is a partner in the consortium Addressing Demand in Anti-Trafficking Efforts and Policies (DemandAT), a European Commission funded research project (spanning 2014 to 2017)[28]. The project aims to deliver theoretical and empirical background knowledge for political decisions on European and national levels that should ultimately eliminate or at least reduce suffering from the worst forms of exploitation.

DCAF will lead 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 actors and law enforcement in general in addressing demand in anti-trafficking efforts.

Additionally, the publication series Migration and the Security Sector continued this year with a paper on *Trafficking in Human Beings in Ukraine*. This publication provides an overview of Ukrainian legislation on trafficking in human beings, as well as recent efforts by Ukraine to combat THB.

Dialogue

DCAF and the IOM jointly hosted a roundtable in Geneva on 'Demand for Trafficking in Human Beings' with the DemandAT consortium, and with attendees present from the ILO, OHCHR, UNHCR, the United Nations Interregional Crime and Justice Research Institute, INTERPOL, the Swiss federal government, and the Romanian National Agency Against Trafficking in Persons. The meeting discussed the latest trends and developments as related to Europe on migration, labour exploitation, and trafficking in human beings, as well as the problem of (forced) begging[29].

[28] www.demandat.eu

[29] www.dcaf.ch/content/download/181859/2839227/file/Round_Table_Report.pdf

DCAF was furthermore invited to a number of fora where it was able to apply its expertise:

- INTERPOL invited DCAF as an expert to the annual conference on Global Trafficking in Human Beings;
- EUROPOL likewise invited DCAF as an expert to the Trafficking in Human Beings Expert Group, joining Schengen and EU member state representatives and international agencies;
- DCAF was invited to join the EU Civil Society e-Platform on THB; and lastly
- DCAF was invited to host an online discussion on 'Trafficking in Human Beings – Security Measures and the Community'[30] as part of the third Security Jam, organised by the Security and Defence Agenda in Brussels. The Jam had 2,300 participants from 129 countries, and DCAF's discussion included VIP participants such as the INTERPOL Human Trafficking and Child Exploitation Sub-Directorate, the gender advisor to NATO SACEUR, the Dutch Rapporteur on Trafficking in Human Beings, the Director of Romania's Anti-Trafficking Agency and FRONTEX's Anti-Trafficking Coordinator. As a result, the report from the event developed one of its 10 recommendations from DCAF's discussion: "The EU should set up and maintain an up-to-date and public common picture of migration, asylum and human trafficking flows and operations to ensure an integrated, comprehensive, and coherent approach, just as ReliefWeb does for disaster response." These recommendations were presented to the EU community in March 2015 by General Philip Breedlove, NATO Supreme Allied Commander in Europe, and Ambassador Alain Le Roy, incoming Secretary General of the European External Action Service, and former United Nations Under-Secretary General for Peacekeeping Operations.

For detailed information about DCAF's Asylum, Migration, and counter-Trafficking in Human Beings programme, see www.dcaf.ch/Programmes/Asylum-Migration-and-Counter-Trafficking-in-Human-Beings and www.dcaf.ch/Project/STFS-2011-2016-Swiss-Thematic-Fund-Security-Romania-and-Bulgaria

[30] www.friendsofeurope.org/security-europe/security-jam-2014-top-10-recommendations

Key Results 2014:

- As a result of DCAF's support, the Romanian National Agency Against Trafficking in Persons successfully concluded the project 'Prevention, Identification and Protection', which improved the fight against human trafficking. Skills and communication in prevention, reintegration, and repatriation were strengthened through the exchange of experience between Swiss and Romanian authorities. The project also produced two valuable publications: a joint Swiss-Romanian brochure on identification, referral, and repatriation of victims as well as a paper on the dimensions of begging as an (increasing) form of human trafficking.

- As a result of DCAF's online dialogue on counter-trafficking security measures in the 2014 online Security Jam, the event's resulting recommendation on addressing migration, asylum, and human trafficking flows and operations were presented to the EU community in March 2015 by General Philip Breedlove, NATO Supreme Allied Commander in Europe, and Ambassador Alain Le Roy, incoming Secretary General of the European External Action Service, and former United Nations Under-Secretary General for Peacekeeping Operations[31].

[31] www.friendsofeurope.org/security-europe/security-jam-2014-top-10-recommendations/

Global Health and Security

Milestones:

2014	In response to the widespread Ebola outbreak of 2014 in Western Africa, DCAF forms a partnership with the Global Health Programme of the Graduate Institute of International and Development Studies (IHEID), bringing together experts and high-level opinion leaders from the global health and security sector communities to examine the question of employing the security sector in the service of global health crisis prevention and management.

The largest outbreak to date of Ebola occurred in 2014 in Western Africa, for the first time involving major urban as well as rural areas. By February 2015, over 23,000 cases and over 9,000 deaths were recorded. As the Ebola crisis deepened in 2014, there were calls for international military assistance, and security services were deployed from the USA in Liberia, from the UK in Sierra Leone, and from France in Guinea. The Ebola outbreak had serious implications for human security and economic development in the affected countries and likewise raised concerns about political stability in countries that have been severely affected by civil war. Delayed and disorganized initial attempts to contain the quickly emerging epidemic and fears that it would spread across the region as well as the African continent made it abundantly clear that more effective approaches are needed to both prevent and manage such global health crises.

The economic, security, and humanitarian dimensions of such a health crisis call for action from different sectors and at global, regional, national, and local levels. This includes financial investment and support to provide emergency health care as well as public health measures to contain the spread of the disease; diplomatic and political efforts to prevent potential political instability and to build trust; and efforts to help affected populations cope with the suffering and social and economic impact caused by an epidemic. It is also critical to support existing – or

establish new – institutions to prevent future crises of similar magnitude in the countries concerned as well as to identify response mechanisms and means for better preparedness at the global level ready to support countries in the event of future widespread outbreaks.

In many nations, security institutions – including often the nation's armed forces – have traditionally played key roles in providing assistance and relief during natural and human-made disasters. At the same time, multilateral security missions at regional and global levels have provided military and civilian support to assist conflict- and disaster-stricken societies in their recovery efforts. The challenges that emerged to assist affected nations in managing and containing the Ebola outbreak begs the question as to which contributions both local and international security institutions can and should make to manage global health crises? Moreover, what could be the contours of an effective relationship between national and international health authorities, medical professionals, and security institutions when confronted with a major disease outbreak of international humanitarian, political, and security concern? What risks emerge when using security institutions in a given historical context where there is a lack of trust in government?

In order to explore and answer these questions, DCAF has formed a partnership with the Global Health Programme (GHP) of the Graduate Institute of International and Development Studies to launch a project bringing together experts and high-level opinion leaders from the global health and security sector communities to examine experiences, pitfalls, and options of putting the security sector at the service of global public health needs. How can security institutions be utilized most effectively in supporting the health interests of individuals, combating health threats, and strengthening public and civilian institutions' capacities to provide better responses to health crises – and better health services in general – in the future?

The project will initiate studies by international research and policy experts from the health and security sector communities and generate contributions to research and policy initiatives by networks working on global health crises, such as the activities surrounding the 2015 World Health Assembly in Geneva as well as events on health crisis management initiated by the GHP/the Graduate Institute and on security sector reform initiated by DCAF. This will additionally include a focus on workshops and roundtables jointly organized at the Maison de la Paix.

While much work needs to be done, background research and initial discussions on the contributions of local and international security institutions in response to global health crises within the context of the project have so far highlighted a number of key findings: For one, views differ on whether and how the engagement of the security sector in response to health crises can support public health principles and add value. Secondly, lessons – even if they are highly context-specific – can and must be drawn from the Ebola and other health crises.

The involvement of the security sector in health crises is now a frequent occurrence and has the potential to offer assistance to affected countries and the international community in responding quickly, efficiently, and effectively. Yet areas of concern remain, especially in countries where the trust in the security sector is low. Thus, the involvement of the security sector should be managed through a whole-of-government approach under civilian public health leadership. This also applies at regional and global levels. At the national level, the creation of an office of a national public health security advisor might prove helpful.

Early and proper preparedness is essential in facilitating rapid deployment in times of crisis. This includes prior agreements between health and security sectors and a systematic and joint approach to advance planning, rehearsals, stockpiling of essential materials, as well as training at national, regional, and international levels. All parts of the security sector have the potential to play a constructive role in averting and managing health crises: including non-state armed groups (who are required to facilitate health care and medical support for populations living on territories under their control); intelligence services (who might provide early warning together with other actors); the police (who can assess local needs and provide targeted assistance through community policing); border guards (who might assist in controlling cross-border movements of infected individuals); as well as the justice sector, the penal system, and local justice and security providers. The involvement of security sector actors should also be matched with the inclusion of state and non-state oversight and management bodies, which control the security institutions and need to revise these institutions' mandates to allow their participation in managing health crises. It is also these bodies to which the security institutions are primarily accountable for their actions. Once the legal framework has been adjusted – if required – to reflect new international or internal health-related roles of security institutions, mandates need to also be adjusted to explicitly include preventive and responsive

action to assist in the management of health crises. Internal doctrines and manuals of security institutions also need to be adjusted – and as a consequence, training, exercises, staff planning, and procurement will need to reflect these new tasks.

Overall responsibility for health crisis management, and the chain of authority and accountability of the security institutions engaged in crisis response, needs to be thoroughly understood and agreed upon by all actors involved. In countries where security sector reform activities (both nationally and/or internationally-sponsored) take place or are being planned, such reform should additionally involve the security sector's preparedness (i) to contribute to managing health crises and (ii) for inter-agency cooperation inside and outside the security sector for a coordinated response. In fact, such cooperation might then also spill over into improved cooperation in other areas where security-sector-wide and whole-of-government approaches are called for. Preparations for potential health crises could in fact be considered and used as a catalyst for general security sector reform and security sector governance, as important contributions to human security, economic development, and political stability in countries affected with and recovering from major health crises.

Key Results 2014:

As a result of DCAF's recent partnership with the Global Health Programme (GHP) at IHEID around a project exploring the role of the security sector in global health crisis contexts, relationships with international research and policy experts from the health and security sector communities have been forged; additionally, the project is planned to generate contributions to research and policy initiatives by networks working on global health crises, such as the activities surrounding the 2015 World Health Assembly in Geneva, events on health crisis management initiated by GHP/IHEID and on security sector reform initiated by DCAF, with a focus on workshops and roundtables jointly organized at the Maison de la Paix.

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 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. ISSAT launches a new e-learning platform on its 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'.
2014	ISSAT supports the AU and the Slovak Republic, in partnership with the ASSN, the EU, and the UN, to host the Africa Forum on Security Sector Reform entitled 'SSR as a Key Component of Stabilisation and Peacebuilding Processes in Africa', held at the AU headquarters in Addis Ababa.

Milestones:

2014	Members of ISSAT's Community of Practice exceed 2000, while a total of 1,019 participants registered for the e-learning courses available – 'Introduction to SSR' and 'The Fundamentals of Effective Advising in Reform Environments'.

DCAF's International Security Sector Advisory Team (ISSAT) was officially established in February 2008 in recognition of the need to increase the capacity of the international community to support security sector reform (SSR) processes. ISSAT aims to enhance the effectiveness and quality of SSR programming in line with international good practice, and to increase the coordination and coherence of the international community's support for SSR. ISSAT is a multi-donor funded initiative that brings together 14 bilateral donors[32] and a range of multilateral and regional actors active in supporting SSR processes, including the AU, the EU, the UN, the Organisation for Economic Co-operation and Development (OECD), the Organization for Security and Co-operation in Europe (OSCE), the African Development Bank (AfDB), and the International Organisation of la Francophonie.

The ISSAT team brings together expertise in police, justice, defense, and governance reform as well as a strong understanding of development programming, change management, and participatory political processes. 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 engagement.

ISSAT Activities in 2014

In 2014, ISSAT has continued to be a major contributor to international cooperation in the fields of security and justice reform. ISSAT's activities and services can be grouped into four core

[32] Including Austria, Belgium, Canada, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, and the United Kingdom. All are members of the DCAF Foundation Council.

areas: (i) Advisory Field Support, (ii) Training and Capacity Building, (iii) Knowledge Services, and (iv) Advocacy and Outreach. In 2014, ISSAT undertook a total of 63 mandates and activities for 14 members in 28 countries and expanded its geographical reach for the first time to Gabon, Moldova, Pakistan, and Sierra Leone. In addition, more rigorous internal and financial procedures have been consolidated throughout the year, bringing even greater transparency and more effective project management and operational efficiency to ISSAT's work.

Advisory Field Support

Through its Advisory Field Support (AFS), 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 backstopping to field practitioners on their support to SSR processes. In 2014, ISSAT undertook a total of 13 AFS mandates to support its Members, with six taking place in Africa, one in South Asia, one in Latin America, and three in Southeast Europe. Through repeated engagements in countries such as Burundi, Honduras, and Serbia, ISSAT is better able to observe the long-term effect of applying the key SSR principles in a country programme. The lessons learned over a prolonged period add much value and quality to ISSAT's work, as these in-depth lessons are not only shared among Governing Board Members, but also feed into ISSAT's training activities and knowledge products.

ISSAT received 13 AFS mandates from bilateral Governing Board Members, including three from multilaterals (as part of a joint mandate). The table below provides an overview of ISSAT's AFS mandates conducted in 2014:

Conducted in	Activity	Requested by
African Development Bank (AfDB)	• Provided inputs to AfDB Country Fragility Assessments on key issues of justice and security sector reform for Cameroon, Liberia, Madagascar, and the Mano River Union.	AfDB
Albania	• Support to the development of a programme proposal to further Swedish assistance to the Albanian State Police.	Sweden

Conducted in	Activity	Requested by
Burundi	• Review of the SSR Process in Burundi. • Audit/Assessment of the Inspectorate General of Public Security in Burundi. • Evaluation of Phase II of the Burundi Security Sector Development Programme.	The Netherlands
Democratic Republic of the Congo	• Assessment to inform potential options for future international support on police reform.	The United Kingdom and the EU
Honduras	• Backstopping to the Swiss Agency for Development and Cooperation for its new Cooperation Strategy for Central America in the areas of security sector reform, conflict analysis, and conflict sensitivity, including three field missions completed.	Switzerland
Liberia	• Review of UN Police Induction training for the UN Mission in Liberia.	Sweden/ UN Mission in Liberia
Moldova	• Support to the Norwegian Rule of Law Advisers to conduct a review of the project's contribution to justice reform in Moldova.	Norway
Moldova	• Assisted in undertaking a baseline study on the Moldovan Ministry of Interior Affairs' strategic management.	Sweden
Pakistan	• Support to a scoping mission to determine the feasibility of a comprehensive assessment of the police education and training system in Punjab.	Norway and UN Office on Drugs and Crime
Serbia	• Mid-term review of the overall progress in key areas of implementation of the Action Plan of the Serbian Ministry of Interior's Development Strategy.	Sweden
Sierra Leone	• Annual Review of the Access to Security and Justice Programme of the UK's Department for International Development.	The United Kingdom

Training and Capacity Development

Training and capacity development continues to represent a significant portion of ISSAT's activities. Its objective is to enhance the international community's capacity to effectively support SSR in conflict-affected or development environments. In 2014, ISSAT conducted 12 face-to-face training activities for over 350 participants from 50 countries, which included six regular Level 1 and Level 2 trainings and six *ad hoc* / specialised trainings. The first iteration of the Advanced Level 2 SSR course in French was conducted this year in Gabon. The table below provides an overview of ISSAT's trainings conducted in 2014:

Conducted in	Activity	Requested by
Austria	• Two Core Courses on Security Sector Reform.	Austria
Bosnia and Herzegovina	• Introductory Training on SSR and Peace Support Operations.	Switzerland
Finland	• Advanced Level 2 Training on Security Sector Reform.	Finland
Gabon	• Advanced Level 2 Training on Security Sector Reform.	France
Italy	• Introductory session on SSR to a European Police College (CEPOL) course – 'Awareness on Security Sector Reform'.	CEPOL
Mali	• SSR Training for the *Ecole de Maintien de la Paix*, Bamako, Mali.	Switzerland
The Netherlands	• Advanced Level 2 Training on Security Sector Reform.	The Netherlands
Norway	• Senior Strategic Advisors Master Class on Police Reform in an International and SSR Context.	Canada, the Netherlands, Norway, and the UK
Switzerland	• Sensitisation briefing on Peace Support Operations and SSR, as part of SWISSINT's Introduction Course for Peace Support Operations. • Advanced Level 2 Training on Security Sector Reform.	Switzerland

Conducted in	Activity	Requested by
Switzerland	• Design, Monitoring, and Evaluation for Peacebuilding, Security, and Development Training.	DCAF, the Geneva International Centre for Humanitarian Demining, the Small Arms Survey, and the Geneva Centre for Security

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.

In the field of Knowledge Services, there has been a 40% increase in 2014 in the number of SSR knowledge resources made available to practitioners through the ISSAT website. Of particular note, these include significant additions to ISSAT's methodology guidance and tools related to the SSR programme cycle. In addition, ISSAT's Knowledge Services has introduced a number of refinements to its Action Learning process, among which is the establishment of an internal methodology team to engage more staff in knowledge capture and production. This has allowed for an increased emphasis on identifying and sharing SSR trends and innovative practices as well as greater inclusion of external partners in the process.

To ensure that SSR practitioners are able to easily find relevant SSR knowledge within ISSAT's growing knowledge repository, the Team is currently redesigning its website and knowledge platform. The new site – issat.dcaf.ch – is organised around the following three components:

- **ISSAT:** Learn about ISSAT, its mission, team, and governing board, etc.
- **Learn:** Learn more about SSR, from understanding the basic concepts to detailed guidance around specific SSR challenges.
- **Share:** Engage with other practitioners through the blogs, discussion forum, events, and other features to share opinions, ideas, and learning.

Advocacy and Outreach

Through Advocacy and Outreach (A&O), ISSAT aims to ensure that its Governing Board Members and the wider SSR community are aware of, buy into, and take ownership over 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.

Following on from previous years, there has been a steady rise in A&O related events and mandates in 2014. Whilst most of ISSAT mandates in general include an element of A&O, there were 20 specific A&O oriented activities in 2014, including 9 mandates.

With regard to support to national policy development and implementation, ISSAT assisted Norway with their internal discussion on their support to SSR. Similar individual meetings were conducted with other Members including France, Germany, Slovakia, and the EU. Regarding international policy, the unanimous endorsement of UN Security Council Resolution 2151 on Security Sector Reform has illustrated the growing impetus and interest in SSR. In line with this, ISSAT has been requested to moderate and participate in events that reach out beyond the SSR community, including the first international meeting of Global Action Against Mass Atrocity Crimes, the fourth Annual Meeting of the Global Network of Responsibility to Protect (R2P) Focal Points, and in the Bratislava Global Security Forum.

The Africa Forum on SSR

Following on from the success of the 2012 High Level Panel on SSR in East Africa, undoubtedly one of the highlights of 2014 was the Africa Forum on Security Sector Reform, entitled 'SSR as a Key Component of Stabilisation and Peace-building Processes in Africa' and held in Addis Ababa in November 2014. Hosted by the AU and the Slovak Republic, in partnership with the UN, the EU, the African Security Sector Network (ASSN), and supported by DCAF's Operations III Division (Sub-Saharan Africa and Gender) and ISSAT, this event brought together over 250 policy makers, analysts, and practitioners to discuss the challenges of supporting SSR processes, to identify lessons and share good practice from SSR processes across the continent. Different contexts, ranging from stabilisation and peace-building to developmental environments were discussed, based on the presentations of country examples including Burundi, the Central

African Republic, Côte d'Ivoire, Kenya, Libya, Mali, Nigeria, Somalia, and South Sudan.

In addition, the discussions focused on the challenges and opportunities for fostering sustainable SSR programming in Africa and helped to identify how multilateral organisations, regional organisations (including the AU and the African Regional Economic Communities), and bilateral donors could enhance their support to SSR processes going forward.

A number of other themes that cut across SSR – such as the importance of the political process, the governance component, leadership, inclusiveness, planning for sustainability, partnerships, and coherence in the provision of support – formed the core of the debates, whose main messages have been documented in an outcomes paper from Forum, entitled *SSR Trends and Challenges in Africa: a Partners' Summary of the first Africa Forum on SSR*.

For detailed information about ISSAT, see issat.dcaf.ch

Key Results 2014:

- As a result of the support provided by DCAF to the first ever Africa Forum on Security Sector Reform, the AU is considering increasing the frequency of this event to a biennial basis, given its success in bringing together policy-makers and practitioners to identify good practice and lessons-learned that help tackle the challenges of implementation of SSR in complex environments. The Forum constituted a unique opportunity for collaborative engagement between Government representatives, bilateral and multilateral partners, CSO and policy researchers.

- As a result of ISSAT's assistance to the Swiss-supported capacity development programme with the Peace Support Operations Training Centre (PSOTC) in Bosnia-Herzegovina, PSOTC facilitators took charge for the first time of the design and delivery of their SSR trainings, under the mentorship of ISSAT.

As a result of the support provided for the fourth year, to Canada, the Netherlands, Norway, and the United Kingdom to run their 'Senior Strategic Advisors' Masterclass on Police Reform in an International and SSR context', strategic level discussion has started between the above countries and ISSAT to move the cooperation beyond just training to ensuring greater coherence in policy as regards international police assistance and deployments to multilateral and regional missions.

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

- 100% of Advisory Field Support mandates met or exceeded expectations and the overall value provided by ISSAT was considered high or very high;
- 100% of Members stated that ISSAT offered value for money;
- ISSAT's Training manual SSR in a Nutshell was downloaded over 30,000 times in English, French, and Spanish;
- 94% of former training participants surveyed indicated that the trainings contributed to enhancing their work performance;
- 75% of participants surveyed (from those who took ISSAT training in 2013) have continued to apply the SSR knowledge they learned in training to a great extent; and
- ISSAT's Community of Practice grew by 72% to reach over 2000 members.

Annexes

DCAF Foundation Council

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

In 2014, it comprised 62 member states (including the canton of Geneva) plus six permanent observers. The Council is presided over by Mr 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 2015.

Albania (2000)	Ambassador Ilir **Gjoni** (2014) Ambassador of Albania to Switzerland
Argentina (2009)	*Nomination pending* (2013)
Armenia (2002)	Ambassador Charles **Aznavour** (2011) Permanent Representative to the United Nations Office and other international organisations in Geneva
Austria (2000)	Brigadier-General Dr. Johann **Frank** (2014) Defence Policy Director, Federal Ministry of Defence
Azerbaijan (2002)	Ambassador Araz **Azimov** (2002) Deputy Minister of Foreign Affairs
Belarus (2002)	Ambassador Mikhail **Khvostov** (2009) Permanent Representative to the United Nations Office and other international organizations in Geneva
Belgium (2004)	Ambassador Bertrand **de Crombrugghe de Picquendaele** (2012) Permanent Representative to the United Nations Office and specialized institutions in Geneva
Bosnia and Herzegovina (2001)	Ambassador Miloš **Prica** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva

Bulgaria (2000)	Ambassador Ivan **Piperkov** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
Burkina Faso (2009)	Col. Auguste Denise **Barry** (2014) Counsellor, Ministry of Defence
Burundi (2010)	Brigadier General Athanase **Kararuza** (2010) General Staff, Ministry of National Defence and Former Combattants
Canada (2003)	Ambassador Elissa **Golberg** (2011) Permanent Representative to the United Nations Office and other international organizations in Geneva
Côte d'Ivoire (2001)	Ambassador Kouadio **Adjoumani** (2011) Permanent Representative to the United Nations Office and other international organizations in Geneva
Croatia (2001)	Ambassador Vesna **Vuković** (2011) Permanent Representative to the United Nations Office and other international organizations in Geneva
Cyprus (2008)	*Nomination pending* (2013)
Czech Republic (2000)	Ambassador Kateřina **Sequensová** (2011) Permanent Representative to the United Nations Office and other international organizations in Geneva
Denmark (2002)	*Nomination pending* (2013)
Estonia (2000)	Ambassador Jüri **Seilenthal** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
Finland (2000)	Ambassador Päivi **Kairamo-Hella** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
France (2000)	Ambassador Jean-Hugues **Simon-Michel** (2012) Permanent Representative to the Conference on Disarmament
Geneva (Canton) (2000)	Mr Jean **Freymond** (2000) President, Dialogues Geneva
Georgia (2001)	Mr Shalva **Tsiskarashvili** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
Germany (2000)	Rear Admiral (LH) Thorsten **Kähler** (2013) Director Security Policy, Federal Ministry of Defence

Ghana (2011)	Brigadier General Seidu **Adams** (2011) Military Secretary, Ministry of Defence
Greece (2002)	*Nomination pending* (2013)
Hungary (2000)	Mr Péter **Siklósi** (2010) Deputy State Secretary for Defence Policy and Planning, Ministry of Defence
Indonesia (2007)	Ambassador Triyono **Wibowo** (2013) Permanent Representative to the United Nations and other international organizations in Geneva
Ireland (2000)	Ambassador Patricia **O'Brien** (2013) Permanent Representative to the United Nations and other international organizations in Geneva
Italy (2001)	Ambassador Vinicio **Mati** (2013) Permanent Representative to the Conference on Disarmament
Kyrgyzstan (2011)	Ambassador Gulnara **Iskakova** (2011) Permanent Representative to the United Nations Office and other international organizations in Geneva
Latvia (2000)	Mr Janis **Karlsbergs** (2004) Undersecretary of State for Logistics, Ministry of Defence
Lebanon (2007)	Brigadier General Walid **Salman** (2008) Chief of Staff, Lebanese Armed Forces
Liechtenstein (2006)	Ambassador Peter **Matt** (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
Lithuania (2000)	Ambassador Rytis **Paulauskas** (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
Luxembourg (2003)	Ambassador Jean-Marc **Hoscheit** (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
Macedonia‡ (2000)	Mr Marijan **Pop-Angelov** (2011) Director for Political Security Cooperation Ministry of Foreign Affairs

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

Mali (2011)	Inspector General of Police Yacouba **Diallo** (2013) Director of Shared Governance of Security and Peace Programme
Malta (2008)	Ambassador John Paul **Grech** (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
Moldova (2002)	Ambassador Victor **Moraru** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
Mongolia (2014)	Ambassador Vaanchig **Purevdorj** (2014) Ambassador of Mongolia to Switzerland, Permanent Representative of to the United Nations Office and other international organizations in Geneva
Montenegro (2006)	Ambassador Nebojša **Kaluđerović** (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
Netherlands (2001)	Ambassador Henk Cor **van der Kwast** (2013) Permanent Representative to the Conference on Disarmament
Nigeria (2000)	Ambassador Umunna Humphrey **Orjiako** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva
Norway (2002)	Ambassador Steffen **Kongstad** (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
Philippines (2011)	Mr Pio Lorenzo F. **Batino** (2011) Undersecretary for Legal and Legislative Affairs and Strategic Concerns, Department of National Defense
Poland (2000)	Mr Adam **Bugajski** (2013) Director of the Security Policy Department, Ministry of Foreign Affairs
Portugal (2003)	*Nomination pending* (2013)
Romania (2000)	Ambassador Maria **Ciobanu** (2010) Permanent Representative to the United Nations Office and international organizations in Switzerland
Russian Federation (2000)	Ambassador Alexey **Borodavkin** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva

Senegal (2011)	Col Wagane **Faye** (2013) Director for Oversight, Research and Legislation (DIRCEL), Ministry of the Armed Forces
Serbia (2001)	Ambassador Vladislav **Mladenović** ((2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
Slovakia (2000)	Ambassador Fedor **Rosocha** (2009) Permanent Representative to the United Nations Office and other international organizations in Geneva
Slovenia (2001)	Ambassador Vojislav **Šuc** (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
South Africa (2001)	*Nomination pending* (2011)
Spain (2001)	*Nomination pending* (2012)
Sweden (2001)	Ambassador Jan **Knutsson** (2010) Permanent Representative to the United Nations Office and other international organizations in Geneva
Switzerland (2000)	Mr Christophe **Keckeis** (2007) President of the DCAF Foundation Council
	Mr Willi **Graf** (2011) 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** (2012) Permanent Representative to the Conference on Disarmament, Treasurer of the DCAF Foundation Council
Tunisia (2011)	Ambassador Walid **Doudech** (2014) Permanent Representative to the United Nations Office at Geneva and specialized institutions in Switzerland
Turkey (2003)	*Nomination pending*
Ukraine (2000)	Ambassador Yurii **Klymenko** (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva

United Kingdom (2000)	Mr Guy **Pollard** (2013) Deputy Permanent Representative, UK Delegation to the Conference on Disarmament
USA (2000)	Col. William B. **Langan** (2012) Senior Defense Official and Defense Attaché, US Embassy, Bern

Permanent observers

Cambodia (2009)	Ambassador Ney **Samol** (2014) Permanent Representative to the United Nations Office and other international organizations in Geneva
Chile (2011)	*Nomination pending* (2011)
Inter-Parliamentary Union (2009)	Mr Martin **Chungong** (2009) Secretary General
Kazakhstan (2012)	*Nomination pending* (2014)
Organisation internationale de la Francophonie (2008)	Ambassador Ridha **Bouabid** (2011) Permanent Observer, Permanent Delegation to the United Nations Office and other international organizations in Geneva
Thailand (2009)	Ambassador Thani **Thongphakdi** (2012) Permanent Representative to the United Nations Office and other international organizations in Geneva

DCAF Bureau

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

Switzerland (2000)	President	Mr Christophe **Keckeis** (2007) President of the DCAF Foundation Council
Switzerland (2000)	Secretary	Mr Willi **Graf** (2011) Deputy Head of the Corporate Domain Regional Cooperation, Swiss Agency for Development Cooperation (SDC), Swiss Federal Department of Foreign Affairs
Switzerland (2000)	Treasurer	Ambassador Urs **Schmid** (2012) Permanent Representative to the Conference on Disarmament
France (2013)	Member	Ambassador Jean-Hugues **Simon-Michel** (2013) Permanent Representative to the Conference on Disarmament
Mali (2014)	Member	Ambassador Aya Thiam **Diallo** (2015) Permanent Representative to the United Nations Office and other international organizations in Geneva
Norway (2013)	Member	Ambassador Steffen **Kongstad** (2013) Permanent Representative to the United Nations Office and other international organizations in Geneva
Sweden (2001)	Member	Ambassador Jan **Knutsson** (2010) Permanent Representative to the United Nations Office and other international organizations in Geneva

DCAF International Advisory Board

The DCAF International Advisory Board is the Centre's primary consultative body. It is composed of eminent international experts in DCAF's fields of operation who act in their personal capacity. The list of DCAF's International Advisory Board Members is given as of 5 May 2015.

Nayef **Al-Rodhan**	Senior Scholar in Geostrategy, Director of the Programme on the Geopolitical Implications of Globalisation and Transnational Security, GCSP
Alexey **Arbatov**	Corresponding Member of the Academy of Sciences of the Russian Federation; Director of the Center for International Security at the Institute for World Economy and International Relations
Susan **Atkins**	Former Service Complaints Commissioner for the Armed Forces
Margareta **Baddeley**	Vice-rector of the Geneva University
Nicole **Ball**	Senior Fellow, Center for International Policy, Washington DC
Carl **Bildt**	Former Minister of Foreign Affairs of Sweden
Kjell Arne **Bratli**	Former Parliamentary Commissioner for the Norwegian Armed Forces
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
Umit **Cizre**	Director of the 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**	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
Jusuf **Wanandi**	Member of the Board of Directors, Senior Fellow, Centre for Strategic and International Studies (CSIS), Jakarta
Scott **Weber**	Director-General, Interpeace
W. Bruce **Weinrod**	Managing Director and General Counsel for International Technology & Trade Associates, Inc.; member of the Potomac Foundation board of directors; former Secretary of Defense Representative for Europe; former Deputy Assistant Secretary of Defense for Europe and NATO, Washington DC
Andrei **Zagorski**	Associate Professor, Moscow State Institute for International Relations
Thomas **Zeltner**	Chairperson, Advisory Board, Global Health Programme, Graduate Institute; former Director General of the Federal Office of Public Health / Secretary of Health of Switzerland.

The International Security Sector Advisory Team (ISSAT)

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

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

States

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

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 7.3 million Swiss francs at the end of 2014.

Contributing States

Luxembourg

The Netherlands

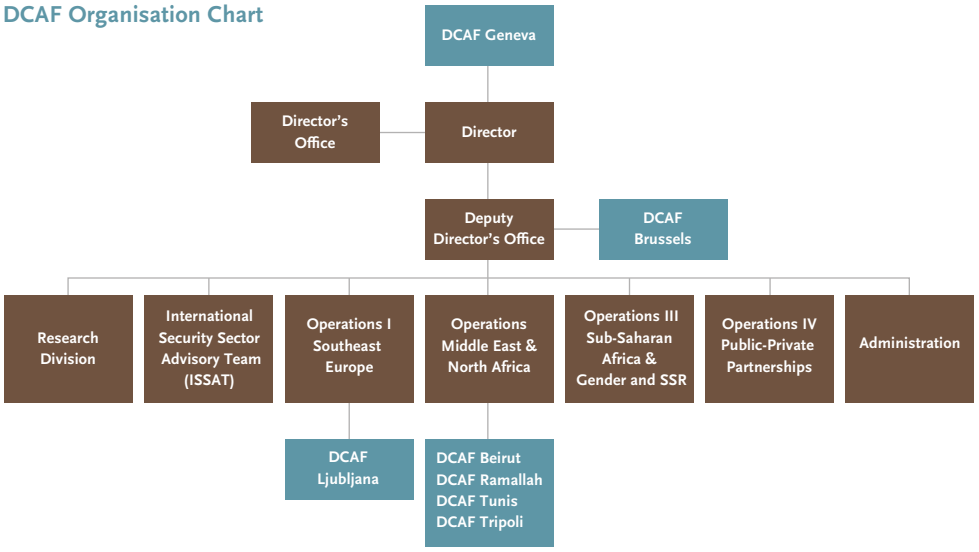
Slovakia

Sweden

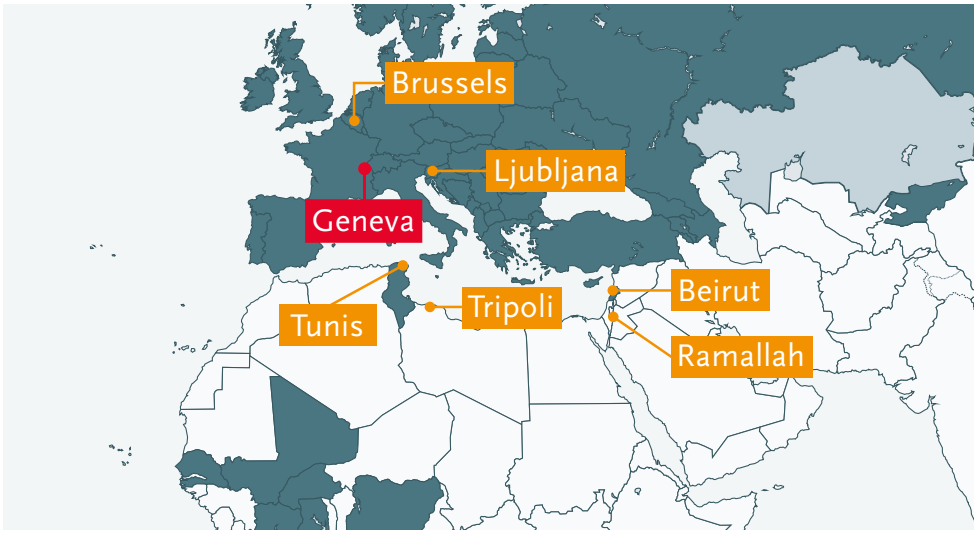
Switzerland

DCAF Organisation Chart and Offices

DCAF Organisation Chart



DCAF Offices



DCAF Staff

DCAF staff in 2014 numbered 154 employees from 35 countries, working at DCAF's Head office in Geneva as well as in the Centre's regional and country offices in Beirut, Belgrade, Brussels, Ljubljana, Pristina, Ramallah, Tripoli, and Tunis. A list of nationalities of permanent staff in 2014 can be found below.

Permanent Staff in 2014

Belgium	3
Bosnia and Herzegovina	1
Brazil	1
Cameroon	1
Canada	7
Costa Rica	1
Denmark	2
Egypt	1
Estonia	1
Finland	3
France	12
Germany	10
Hungary	2
India	1
Lebanon	1
Libya	1
Macedonia‡	2
Mauritius	1
The Netherlands	2
Pakistan	1
Occupied Palestinian territory	19
The Philippines	1
Poland	1
Portugal	3
Romania	1
Russian Federation	2
Slovakia	1
Slovenia	8
Spain	6
Sri Lanka	1
Sweden	4
Switzerland	31
Tunisia	8
United Kingdom	10
United States	4

‡ 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 Austria and – until February 2014 – two by Slovenia. In addition, Liechtenstein seconded a former Director of the National Police who served as Senior Adviser on policing and border-policing matters until summer 2014. These secondees support the work of the Secretariat of the Police Cooperation Convention for Southeast Europe, which DCAF Ljubljana is hosting.

Seconded Personnel in 2014

Austria	2
France	2
Liechtenstein	1
Slovenia	2
Switzerland	1

DCAF Accounts 2014

The DCAF budget in 2014 reached 35.26 million Swiss francs, of which Switzerland financed 55.3 per cent and other member states and international organisations 44.7 per cent. Detailed information on income and expenditure items, as well as a list of DCAF's donors in 2014, can be found below.

All figures are given in Swiss francs.

I. Cash Contributions to DCAF Group 2014

1. Switzerland

Swiss Federal Department of Foreign Affairs (DFA) – Core funding	10,920,000
DFA – Project funding	3,920,110
Swiss Federal Dept. of Defence, Civil Protection and Sports (DDPS) – Project funding	620,164
Total Switzerland	**15,460,274**

2. Other member states

Austria	51,609
Azerbaijan	40,900
Bosnia and Herzogovina	12,316
Bulgaria	11,474
Denmark	160,277
Estonia	6,080
Finland	37,054
France	159,060
Hungary	12,316
Ireland	240,000
Latvia	24,410
Liechtenstein	40,000
Luxembourg	316,686

Macedonia‡	12,146
Montenegro	12,159
Netherlands	2,792,743
Norway	963,767
Slovakia	12,450
Slovenia	8,012
Sweden	1,226,244
United States	128,773
United Kingdom	303,680
Others	2,009,512

3. International organisations

European Union (contribution to DCAF Geneva)	843,507
IOF	19,638
NATO	142,669
United Nations	41,282
Total Other member states and international organisations	**9,628,764**

4. Transitories

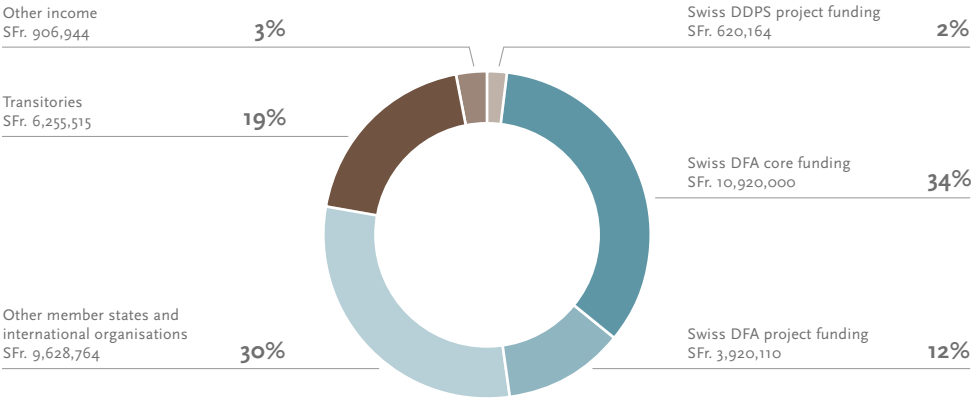
France	80,135
Luxembourg	229,274
Netherlands	645,310
Norway	662,642
Spain	175,300
Sweden	1,009,224
Switzerland	2,680,047
European Union	198,536
Others	193,564
ISSAT core funding	381,482
Total Transitories	**6,255,515**

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

5. Other income

Interest received	1,991
Insurance reibursement	230,805
Rent for offices at Avenue Blanc 49, Geneva	48,000
Rent for offices at the WMO, Geneva	302,556
Other	16,656
Overhead income	306,936
Total Other income	**906,944**

Total Cash contributions	**32,251,497**



II. Cash Expenditure DCAF Group 2014

1. Personnel

Salaries and social charges	8,310,275
Total Personnel	**8,310,275**

2. General operating costs

Statutory bodies	32,492
Director's Office	184,462
Facilities	1,321,837
Maintenance & acquisitions of assets	42,730
Administration	234,463
Financial charges / exchange rate losses	-37,358
DCAF Reserves & Transitories	1,818,095
Total General operating costs	**3,596,720**

3. Divisions and Offices

Deputy Director's Office

Core	138,765
Projects	530,473
Transitories	127,230
Total Deputy Director's Office	**796,467**

Operations I Southeast Europe

Core	332,704
Projects	3,129,053
Transitories	688.779
Total Operations I Southeast Europe	**4,150,536**

Operations Middle East and North Africa

Core	126,360
Projects	2,730,570
Transitories	3,050,656
Total Operations Middle East and North Africa	**5,907,586**

Operations III Sub-Saharan Africa & Gender and SSR	
Core	282,896
Projects	1,269,469
Transitories	807,992
Total Operations III Sub-Saharan Africa & Gender and SSR	**2,360,357**

Operations IV Public-Private Partnerships	
Core	51,515
Projects	732,821
Transitories	210,103
Total Operations IV Public-Private Partnerships	**994,438**

International Security Sector Advisory Team (ISSAT)	
Core	2,261,554
Projects	111,317
Transitories	803,552
Total ISSAT	**3,176,423**

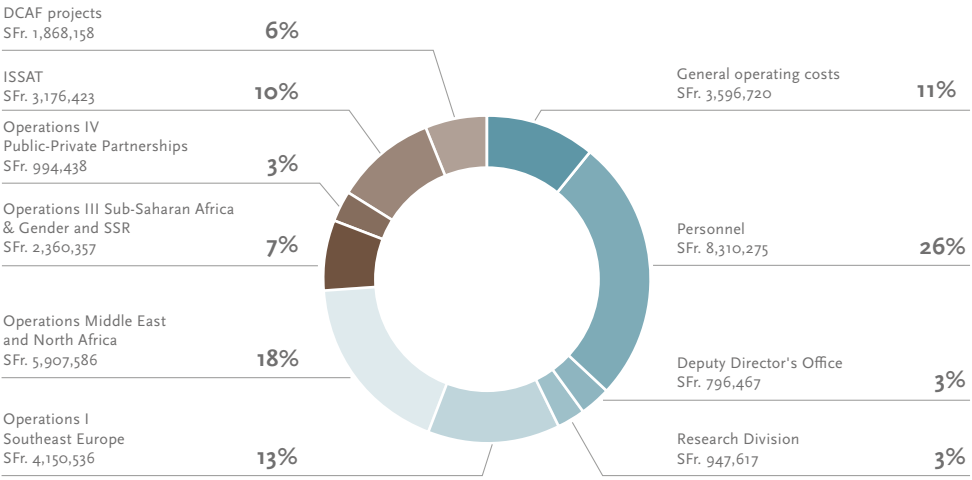
Research Division	
Core	133,690
Projects	679,567
Transitories	134,360
Total Research Division	**947,617**

DCAF projects	
Projects	1,106,456
Transitories	761,702
Total DCAF projects	**1,868,158**

DCAF Brussels	31,667
DCAF Ljubljana	42,115

Total Divisions and Offices	**20,275,364**

Total cash expenditure DCAF Group 2014	**32,182,359**
Surplus for the year	69,138


DCAF projects
SFr. 1,868,158
6%
ISSAT
SFr. 3,176,423
10%
Operations IV
Public-Private Partnerships
SFr. 994,438
3%
Operations III Sub-Saharan Africa
& Gender and SSR
SFr. 2,360,357
7%
Operations Middle East
and North Africa
SFr. 5,907,586
18%
Operations I
Southeast Europe
SFr. 4,150,536
13%
General operating costs
SFr. 3,596,720
11%
Personnel
SFr. 8,310,275
26%
Deputy Director's Office
SFr. 796,467
3%
Research Division
SFr. 947,617
3%

III. Overall Contributions to DCAF Group 2014

1. Switzerland

Cash contributions	15,460,274
In-kind contributions	1,370,049
Total Switzerland	**16,830,323**

2. Other member states and international organisations

Cash contributions	9,628,764
In-kind contributions	1,635,334
Total Other member states and international organisations	**11,264,098**

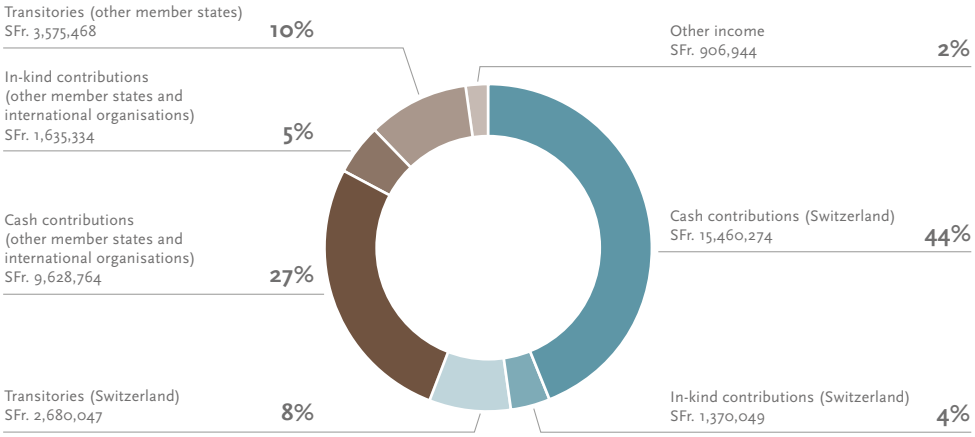
3. Transitories from 2013

Switzerland	2,680,047
Other member states	3,575,468
Total Transitories from 2013	**6,255,515**

4. Other income

Total Other income	**906,944**

Grand Total for DCAF Group 2014	**35,256,880**


Transitories (other member states)
SFr. 3,575,468
10%
In-kind contributions
(other member states and
international organisations)
SFr. 1,635,334
5%
Cash contributions
(other member states and
international organisations)
SFr. 9,628,764
27%
Transitories (Switzerland)
SFr. 2,680,047
8%
Other income
SFr. 906,944
2%
Cash contributions (Switzerland)
SFr. 15,460,274
44%
In-kind contributions (Switzerland)
SFr. 1,370,049
4%

DCAF Donors

	Core funding	Project funding	Seconded personnel	In-kind contributions
Albania				•
Austria		•	•	•
Azerbaijan		•		
Bosnia and Herzegovina	•			•
Bulgaria	•			•
Croatia				•
Denmark		•		
Estonia	•			
Finland	•			
France	•	•	•	•
Hungary	•			•
Ireland	•			
Latvia		•		
Liechtenstein	•	•	•	
Luxembourg	•			
Macedonia‡	•			•
Montenegro	•			•
Netherlands	•	•		
Norway	•	•		•
Romania				•
Serbia	•			•
Slovakia		•		
Slovenia			•	•

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

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

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 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.

Almanac No.2: Crises Response in Kyrgyzstan's Recent Experience: Lessons for the Future
Aida Alymbaeva (ed.)

—

DCAF 2014
(available in Kirghiz and Russian)

Guidance Notes on Integrating Gender into Security Sector Oversight
Megan Bastick

—

DCAF, OSCE, OSCE/ODIHR 2014
(available in English and French)

Integrating Gender into Internal Police Oversight
Megan Bastick

—

DCAF, OSCE, OSCE/ODIHR 2014
(available in Bosnian, English, French, Georgian, and Russian)

Integrating a Gender Perspective into Internal Oversight within Armed Forces
Megan Bastick
—
DCAF, OSCE, OSCE/ODIHR 2014
(available in Bosnian, English, French, and Russian)

Integrating Gender into Oversight of the Security Sector by Ombuds Institutions & National Human Rights Institutions
Megan Bastick
—
DCAF, OSCE, OSCE/ODIHR 2014
(available in Bosnian, English, French, Georgian, and Russian)

Preventing and Responding to Sexual and Domestic Violence against Men: A Guidance Note for Security Sector Institutions
Callum Watson
Megan Bastick, Kristin Valasek (eds)
—
DCAF 2014
(available in English)

Capacity Development and Ombuds Institutions for the Armed Forces
Hans Born, Benjamin Buckland and William McDermott
—
DCAF 2014
(available in English)

Contrôle et Orientation – La Pertinence du Contrôle Parlementaire pour le Secteur de la Sécurité
Hans Born, Philipp Fluri, Simon Lunn (eds)
—
Assemblée parlementaire de l'OTAN, DCAF 2014
(available in French)

Médias et gouvernance du secteur de la sécurité en Tunisie

Wided Boujeh, Jonas Loetscher, Alia Melki

—

DCAF 2014
(available in French)

Ombuds Institutions for the Armed Forces and Gender

Benjamin Buckland

—

DCAF 2014
(available in English)

Addressing Security and Human Rights Challenges in Complex Environments – Toolkit

—

DCAF and ICRC 2014
(available in English)

Aide-mémoire : visiter des lieux de détention en Tunisie

—

DCAF 2014
(available in French)

OSCE Focus: Creating a Security Community to the Benefit of Everyone

—

DCAF, FDFA 2014
(available in English)

Factsheet on NATO Documents and Initiatives on Gender and Security
SSR Working Group of the PfPC

—

DCAF 2014
(available in English)

The Montreux Document on Private Military and Security Companies: Proceedings of the Regional Conference for Southeast Asia

—

DCAF 2014
(available in English)

Collective Security Treaty Organisation: 2002–2012
Alena F. Douhan, Anatoliy A. Rozanov (eds)

—

DCAF 2014
(available in English)

The Security Sector Legislation of Ukraine – 2012–2014 Updates
P. Fluri, M. Koziel, O. Litvinenko (eds)

—

DCAF 2015
(available in Ukrainian)

Judicial Benchbook: Considerations for Domestic Violence Case Evaluation in Bosnia and Herzegovina
Nenad Galić, Heather Huhtanen (eds)

—

DCAF 2014
(available in Bosnian and English)

Le rôle de l'OSCE en Eurasie, du sommet de Lisbonne au Conseil ministériel de Maastricht (1996–2003)
Victor–Yves Ghébali

—

DCAF, Bruylant 2014
(available in French)

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

—

DCAF 2014
(available in Spanish)

Security post-2014: what role for the EU and NATO?
NATO Parliamentary Assembly, European Parliament, DCAF
Giji Gya (ed)

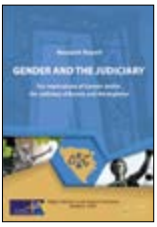
—

DCAF, NATO PA, EU Parliament 2014
(available in English)

Gender and the Judiciary: Selected findings and Recommendations on the Implications of Gender within the Judiciary of Bosnia and Herzegovina
Majda Halilović, Heather Huhtanen

—

DCAF 2014
(available in Bosnian and English)



Gender and the Judiciary: The Implications of Gender within the Judiciary of Bosnia and Herzegovina
Majda Halilović, Heather Huhtanen

—

DCAF 2014
(available in Bosnian and English)

Working Paper: Amending the Regulatory Framework for Handling Palestinian Citizens' Complaints
Fatima Itawi, Saša Janković, Regula Kaufmann et al. (eds)
—
DCAF 2014
(available in Arabic and English)

Trafficking in Human Beings in Ukraine
Anna Melnyk
—
DCAF 2014
(available in English)

A Gender Review of SADSEM's Executive Short Courses on Defence and Security
George Abel Mhango
Misheck Chirwa (ed)
—
DCAF, SADSEM 2014
(available in English)

A Gender Review of SADSEM's Academic Programmes on Defence and Security – Workshop Report
Ancilla Nyirenda
Kristin Valasek, Anthoni van Nieuwkerk (eds)
—
SADSEM / DCAF 2014
(available in English)

Evaluation of Parliamentary Powers Related to Oversight of the Defence Sector in Georgia
Tamara Pataraia (ed)
—
DCAF 2014
(available in English and Georgian)

Operationalizing Human Security: Concept, Analysis, Application
Albrecht Schnabel, Yves Pedrazzini (eds)

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(available in English)

Operationalizing Human Security: Tools for Human Security-Based Threat and Mitigation Assessments
Albrecht Schnabel

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Okey Uzoechina

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(available in English, French, and Portuguese)

The Parliamentary Dimension of Defence Procurement
Willem van Eekelen

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(available in English)

The Legal Framework of Security Sector Governance in Georgia
Mindia Vashakmadze

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(available in English and Georgian)

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

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

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

Monitoring and Investigating the Security Sector
Eden Cole and Katrin Kinzelbach (eds)

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DCAF; UNDP 2007
(available in Dari, English, and Russian)

Public Oversight of the Security Sector
Eden Cole, Kerstin Eppert, and Katrin Kinzelbach (eds)

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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

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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

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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)

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DCAF; Inter-Parliamentary Union 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, Kirghiz, Latvian, Macedonian, Mongolian, Nepali, Pashto, Polish, Portuguese, Romanian, Russian, Serbian, Slovenian, Spanish, Tajik, Tetum, Thai, Turkish, Ukrainian, Urdu, and Uzbek)

DCAF Toolkits

Addressing Security and Human Rights Challenges in Complex Environments

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(available in English)
www.securityhumanrightshub.org/content/toolkit

Overseeing Intelligence Services: A Toolkit
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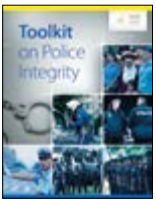

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Megan Bastick and Kristin Valasek (eds)

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(available in Arabic, English, and French)
www.gssrtraining.ch

The Gender and Security Sector Reform Training Resource Package
Megan Bastick and Kristin Valasek (eds)
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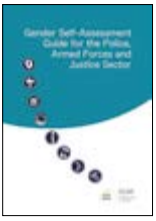
DCAF 2008
(available in English and French)
www.gssrtraining.ch



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

Legislating for the Security Sector
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DCAF
(available in Arabic, English, and French)

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

Unless otherwise noted, all Toolkits are available at www.dcaf.ch/Publications

Horizon 2015 Working Papers

DCAF's Horizon 2015 project identifies and examines the manifold challenges that will have a major impact on SSR and SSG 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

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Fred Schreier, Barbara Weekes, and Theodor H. Winkler

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Benjamin S. Buckland and Theodor H. Winkler

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Democratic Governance Challenges of Cyber Security
Benjamin S. Buckland, Fred Schreier, and Theodor H. Winkler

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(available in English and Russian)

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 are available in English and 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

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

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The Paradox of Gendarmeries: Between Expansion, Demilitarization and Dissolution
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Mapping Evolving Internal Roles of the Armed Forces
Marc Krupanski and Albrecht Schnabel

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

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

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

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

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DCAF 2011

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

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DCAF 2011

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

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DCAF 2011

DCAF Backgrounders

In 2015 DCAF launched the SSR Backgrounders series, an accessible, concise, "first stop" resource for readers to quickly acquire background knowledge on good security sector governance and reform. The SSR Backgrounders summarize current debates, explain key terms and expose central tensions for practitioners seeking to understand – but also to critically assess – current approaches to good SSG and SSR. The series provides a foundational resource for more advanced discussions, such as the SSR Papers, or DCAF's other policy-focused handbooks and tools.

In order to reach the broadest possible audience, the SSR Backgrounders are published in both French and English and in a variety of print and digital formats, including an interactive online website and app for mobile devices. All are available for download free of charge at: ssrbackgrounders.org

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

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 the 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.

- **www.pccseesecretariat.si**
  The website of the Police Cooperation Convention for Southeast Europe.

- **www.securityhumanrightshub.org**
  The website of the DCAF-ICRC Security and Human Rights Knowledge Hub.

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

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