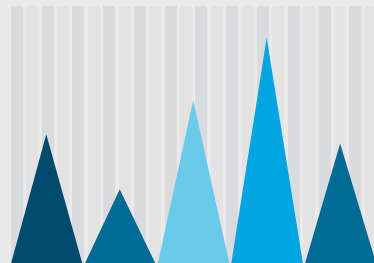
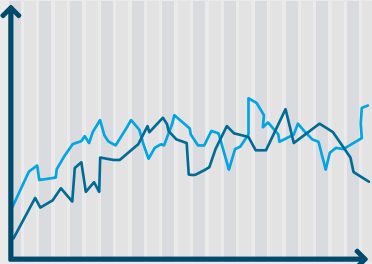
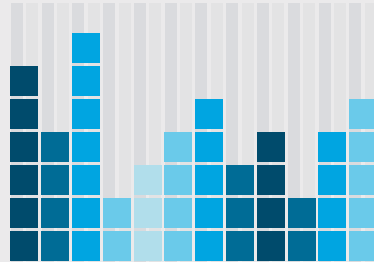
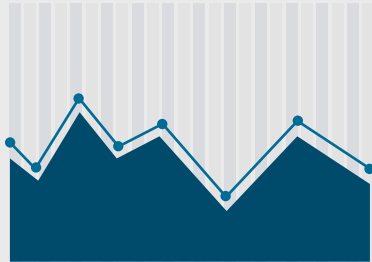
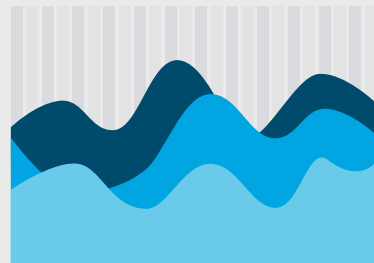


Annex to the DCAF Performance Report 2017

| *Key Activities per Project/Programme*



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Table III.1: Southeast Europe – Key activities by project/programme in 2017

Project/programme	Activities
<p>Support to the Implementation of the PCC SEE</p> <p><i>(DCAF hosts and staffs the Convention Secretariat and provides support to the implementation process)</i></p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Ministries of Interior and law enforcement agencies of Albania, Bosnia and Herzegovina, Macedonia, Montenegro and Serbia • Federal Ministry of the Interior of Austria • Ministry of the Interior of Slovenia • European Commission • EU law enforcement and justice agencies (Europol, European Union Agency for Law Enforcement Training, European Union Judicial Cooperation Unit and European Border and Coast Guard Agency [Frontex]) • European Car and Driving Licence Information System (EUCARIS) 	<p>Development of a nationally-oriented needs assessment of the legal, organizational and practical requirements for the exchange of DNA, dactyloscopic and vehicle registration data in non-EU Contracting Parties (Western Balkan states and Moldova).</p> <p>Provision of legal advice to the PCC SEE Data Protection Working Group, especially to the Friends-of-Chairmanship Group within the PCC SEE Data Protection Working Group, to finalize the draft Implementation Agreement on Data Protection.</p> <p>Organization of the 18th meeting of the PCC SEE Expert Working Group to review the development of action plans for the five core clusters of the convention (data protection, information exchange, operational cooperation, countering terrorism and automated exchange of data) and to define steps forward towards the signing of an implementation agreement on data protection.</p> <p>Provision of legal and technical advice to information technology experts from authorities of Contracting Parties who manage national DNA, dactyloscopic and vehicle registration databases and to representatives of authorities responsible for communication with EU networks, to finalize the text of a draft user manual on the use of communications infrastructure.</p> <p>Organization of the 17th meeting of the PCC SEE Committee of Ministers in cooperation with the Romanian Ministry of Internal Affairs and the Slovenian Ministry of Interior to present the new strategic framework, PCC SEE Plus, and concrete action plans to advance the implementation of the five core clusters of the convention, as well as to discuss the next steps in establishing an EU-oriented framework for automated exchange of data.</p> <p>Organization of a kick-off meeting for the official negotiations of an EU Prüm-inspired framework for automated exchange of data in the PCC SEE region, in cooperation with the Austrian Federal Ministry of Interior, to review the state of play in obtaining the official mandate for negotiations, and to agree on the way forward in terms of options, timelines and other relevant details.</p> <p>Organization of the 7th Meeting of the PCC SEE Thematic Working Group on Exchange of Information regarding Forged and Fake Travel Documents, to present new forms and trends in document forgery and the fraudulent use of identity papers as well as forensic approaches to detect forged documents.</p>
<p>Border Security Programme in the Western Balkans</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Ministries of Interior and border management agencies (border police and migration services) of Albania, Bosnia and Herzegovina, Macedonia, Moldova, Montenegro and Serbia • Frontex 	<p>Organization of a regional risk analysis workshop to support criminal intelligence analysts of border police services in beneficiary countries in the development of a joint regional risk analysis, and a preparatory meeting for the operational planning of common and coordinated cross-border police operations (Common Operation DUNAV and Coordinated Operation ICARUS) based on the joint risk analysis.</p> <p>Support to experts of border police services from beneficiary countries in conducting a Schengen evaluation of the Alexander the Great airport in Skopje, and organization of a workshop to discuss evaluation findings and results.</p> <p>Organization of a study visit to the Slovak-Ukrainian border for experts of border police services from beneficiary countries to introduce participants to the approach of Slovak border police services to implementing border control and surveillance at the Schengen external border with Ukraine.</p> <p>Development of two webinars on irregular migration and one on common operational measures for the professional training of border police officials at police education and training institutions in beneficiary countries.</p>
<p>Support to the Implementation of the SPCP 2012–16</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • SDC • OSCE Offices in Kosovo and Serbia • United Nations Office on 	<p>Administration of a survey, with SDC implementing partners, beneficiary countries, and members of the Advisory Group, to review DCAF's performance in implementing the SPCP 2012–16.</p> <p>Development and dissemination of a 30-minute documentary on the SPCP 2012–16, demonstrating programme outcomes, which includes 41 interviews with recipients of support in eight different beneficiary countries.</p>

<p>Drugs and Crime</p> <ul style="list-style-type: none"> • International Organization for Migration • Austrian Criminal Intelligence Service 	
<p>Police Integrity Building in Southeast Europe</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Police authorities and services of Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Moldova and Serbia • OSCE 	<p>Development of an updated e-learning course on police integrity for a generic audience, based on content of the DCAF Training Manual on Police Integrity and the DCAF Toolkit on Police Integrity.</p> <p>Development of offline versions of the three existing e-learning courses on police integrity for police officers, police managers and a generic audience.</p> <p>Organization of a workshop on strategic planning and management for 15 police managers and senior officials of the Ministry of Interior of Montenegro, to assess integrity risks and identify appropriate mitigating measures to strengthen the implementation of the Ministry of Interior's integrity plan for police.</p> <p>Organization of a workshop on strategic planning and management for 17 police managers from Moldova, to assess integrity risks in participants' units and identify appropriate mitigating measures to enable the development of integrity plans for these units.</p> <p>Organization of five training (train-the-trainers) workshops for a total of 67 local facilitators and evaluators from police services in Kosovo (two), Montenegro (one) and Moldova (two) to develop or further strengthen their capacity to deliver and evaluate in-service training programmes on police integrity, based on DCAF training methodology and the contents of the DCAF Training Manual on Police Integrity.</p> <p>Support to the Kosovo Police and Kosovo Police Inspectorate as well as to the Ministry of Internal Affairs of Moldova and the National Anti-Corruption Centre of Moldova to develop a training plan for the delivery of in-service pilot training courses for police officers and police managers.</p> <p>Support to the monitoring and evaluation of the five in-service pilot training courses on police integrity in Kosovo, Montenegro and Moldova, delivered by local facilitators who had been trained by DCAF, and provision of advice to revise and refine (Kosovo and Moldova) or further institutionalize (Montenegro) in-service training programmes on police integrity.</p>
<p>Parliamentary Assistance in the Western Balkans</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Parliamentary defence, security and intelligence oversight committees, government and security institutions, independent oversight institutions with a special legal mandate to oversee the security sector, and CSOs in Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia • EU • OSCE 	<p>Finalization and dissemination of a Parliamentary Brief on Independent Police Complaints Bodies to members of the defence and security committee of the parliament of Montenegro, as well as the Council for Civil Control of the Police, to inform discussions of the working group responsible for the review of the Statutory Law of the Ministry of Interior of Montenegro.</p> <p>Development and dissemination of a Brief on Safeguards to Electronic Surveillance to members of parliament, the judiciary and representatives of security institutions and civil society in Bosnia and Herzegovina, to inform discussions at the DCAF roundtable on judicial authorization and supervision of the use of intrusive methods for information collection.</p> <p>Initiation of the development of a handbook on intelligence inspection visits for parliamentary intelligence oversight committees.</p> <p>Organization of a roundtable on parliamentary security sector oversight for members of the committee on internal affairs and security of the Assembly of Kosovo and representatives of security institutions in Kosovo.</p> <p>Organization of an expert roundtable meeting on intelligence oversight to build confidence and trust between members of the two parliamentary intelligence oversight committees and directors of security and intelligence services of Macedonia, and to raise awareness on mechanisms for improved internal control and external oversight of intelligence and security services among the members of the parliamentary committees, in particular with regard to electronic surveillance of telecommunications.</p>
<p>Support to the Implementation of IISG</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Ministries of Interior and law enforcement agencies of Albania, Bosnia and 	<p>Organization of the first meeting of the IISG Board in the framework of the Brdo process, at which implementation of the IISG mechanism was launched and the IISG terms of references were endorsed by the Ministers of Interior of participating states.</p> <p>Organization of a regional conference on counter-terrorism and the prevention and countering of violent extremism (P/CVE) in cooperation with the George C. Marshall European Center for Security Studies and the Ministry of the Interior of Slovenia, to develop a draft list of needs and priorities in the areas of counter-terrorism and P/CVE in Western Balkan countries meant to serve as a basis for the further preparation of the Integrated Plan of Action 2018–2020 for the WBCTI.</p>

<p>Herzegovina, Kosovo, Macedonia, Montenegro and Serbia</p> <ul style="list-style-type: none"> • European Commission • Europol • OSCE • Radicalisation Awareness Network • European Union Agency for Law Enforcement Training • Center for International Legal Cooperation • United Nations Office on Drugs and Crime • Central and Eastern European Law Initiative Institute Prague • PCC SEE Secretariat • GIZ • Interpol • International Organization for Migration • Regional Cooperation Council • George C. Marshall European Center for Security Studies • The International Criminal Investigative Training Assistance Programme • UNDP • Regional Arms Control Verification and Implementation Assistance Centre • European Prison Education Association 	<p>Coordination of the process to develop the first draft of the Integrated Plan of Action 2018–2020 for the WBBSi, in cooperation with the Federal Ministry of Interior of Austria.</p> <p>Support to the PCC SEE Secretariat in the organization of a regional strategic policy meeting on serious and organized crime, in cooperation with the Centre for European Future Slovenia and the German Association for International Cooperation (GIZ), to outline priorities in the fight against serious and organized crime in the Western Balkans in preparation for the drafting of the Integrated Plan of Action 2018–2020 for the WBCSCI.</p> <p>Organization of a meeting with implementing partners in the framework of the Regional Action on Support to Prevention and Countering Violent Extremism (P/CVE) in the Western Balkans, to develop and further fine tune a list of planned project activities with the aim to bring the Regional Action more in line with the IISG framework.</p> <p>Contribution to two written briefings for the EU Counter-Terrorism Coordinator.</p> <p>Delivery of presentations at two meetings of the Working Party on Terrorism of the Council of Europe to raise awareness of the WBCTi among P/CVE experts from EU member states and EU agencies and institutions, and organization of two side meetings for the informal working group on the WBCTi.</p> <p>Support to the first two national workshops in a series of interactive workshops for first-line practitioners dealing with the prevention and countering of radicalization leading to violent extremism and terrorism, under the auspices of the Slovenian-led First Line project in Kosovo and Albania, to discuss options to establish sustainable multi-sectoral platforms to prevent, refer and address cases of radicalization leading to violent extremism and terrorism (the P-R-A mechanism) at national and local levels, and to ensure coordinated and coherent future support by internal partners.</p> <p>Contribution to the counter-terrorism and P/CVE coordination meeting in the framework of the WBCTi, hosted by the EU regional counter-terrorism advisor posted at the EU Delegation to Bosnia and Herzegovina, to discuss new developments and approaches in the areas of counter-terrorism and P/CVE in the Western Balkans and to share priorities related to planned P/CVE activities and their links to national counter-terrorism policies in order to update the draft list of priorities for the WBCTi Integrated Plan of Action 2018–2020.</p> <p>Development of web-based platforms, including an activity database and a secure online platform that provides access to relevant documents and enables the exchange of information, to facilitate coordination among international partners within and across the three pillars of the IISG.</p> <p>Support to the preparation and development of the Serbian national P/CVE strategy and associated action plan in the framework of the WBCTi.</p> <p>Development of a multi-level coordination platform for P/CVE in the Western Balkans that links three existing regional platforms on P/CVE and counter-terrorism at the strategic (Regional Platform for Countering Radicalization and Violent Extremism Leading to Terrorism and Recruitment of Foreign Terrorist Fighters), policy (PCC SEE Counter-Terrorism Network) and operational (Counter-Terrorism Initiative) levels, and organization of the first two meetings of the multi-level coordination platform.</p>
<p>Support to Civil Society in Southeast Europe</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • CSOs from Albania, Bosnia and Herzegovina, Bulgaria, Kosovo, Macedonia (Analytica), Montenegro and Serbia (Center for Research, Transparency and Accountability, BCSP, European Movement in Serbia and Belgrade Fund for Political Excellence) • Open Society European Policy Institute • Western Balkan Pulse for 	<p>Development and dissemination of six think pieces on thematic challenges to SSG/R in Europe, organization of a multi-stakeholder dialogue on contemporary challenges in SSG in Europe (OSI SSG Learning Lab), in partnership with the Open Society European Policy Institute, and development of a meeting report with recommendations on how to increase civil society involvement in SSG/R.</p> <p>Provision of research grant and advisory support to the Western Balkan Pulse for Police Integrity and Trust to conduct a project to increase communication between police and the media in the Western Balkans, with a focus on the use of social media by police.</p> <p>Financial and advisory support to the Belgrade Fund for Political Excellence, the BCSP and the European Movement in Serbia, to organize the 7th Belgrade Security Forum, and organization and moderation of a high-level panel on Increasing the Resilience of E-government Services in Southeast Europe: Sharing Knowledge and Good Practices among Ministries of Interior.</p> <p>Provision of a research grant and advisory support the BCSP to conduct a project to develop proposals for constitutional reform related to security and human rights (constitutional platform), based on a comparative study of relevant constitutional provisions in 42 countries and an analysis of the constitutional tradition of Serbia.</p>

Police Integrity and Trust		
Private Security Research Collaboration in Southeast Europe Partners/mandators: <ul style="list-style-type: none"> CSOs from Albania (IDM), Bulgaria (Center for the Study of Democracy), Kosovo (KCSS) and Serbia (BCSP) 	<p>Publication of a first set of country-specific policy papers developed by researchers from partner CSOs (Series 1: Designing new policy solutions to better private security governance).</p> <p>Publication of a second set of country-specific policy papers developed by researchers from partner CSOs (Series 2: Emerging issues in private security governance), with a specific focus on the private investigation and surveillance industry.</p> <p>Publication of a matrix on challenges and opportunities in the existing system for private security governance in Albania, Bulgaria, Kosovo and Serbia, with contributions from researchers of partner CSOs, based on the findings they generated throughout the project.</p> <p>Development and publication of the book <i>Whose Responsibility? Reflections on Accountability for Private Security in Southeast Europe</i>, which defines the legal basis for private security accountability and highlights limitations in current national and international legal regimes and accountability mechanisms.</p>	
	<p>Gender and Justice Programme in Bosnia and Herzegovina</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> AI Deans and law professors of universities in Banja Luka, Mostar, East Sarajevo, Sarajevo and Tuzla Judges and prosecutors from Bosnia and Herzegovina HJPC OPDAT Centres for Judicial and Prosecutorial Training in the Federation of Bosnia and Herzegovina and the Republika Srpska 	<p>Gender Bias Law School Curriculum Development</p> <p>Organization of launch events for the six law schools involved in the development of the handbook, <i>Gender Bias and the Law: Legal Frameworks and Practice from Bosnia and Herzegovina and Beyond</i>, as well as regional launch events in the Republika Srpska and the Federation of Bosnia and Herzegovina.</p> <p>Domestic Violence Benchbook Institutionalization</p> <p>Organization of six meetings of a working group of 11 prosecutors from Bosnia and Herzegovina, in collaboration with the US Embassy Office for Overseas Prosecutorial Development, Assistance and Training (OPDAT) and the local partner AI, to develop a <i>Prosecutors' Domestic Violence Handbook for Bosnia and Herzegovina</i>.</p> <p>Promotion of the <i>Prosecutors' Domestic Violence Handbook for Bosnia and Herzegovina</i> at the 2017 Prosecutors Counselling Conference, organized by the Association of Prosecutors of the Federation of Bosnia and Herzegovina, which brought together prosecutors from Bosnia and Herzegovina as well as neighbouring countries.</p> <p>Support to the local partner AI in compiling a database on criminal judgments of cases of domestic violence for the year 2016 and conducting interviews with judges at courts across Bosnia and Herzegovina to assess the extent to which criminal proceedings in cases of domestic violence have changed since the start of the project.</p> <p>Gender Trainer Development</p> <p>Organization of a workshop, in cooperation with AI, for judges and prosecutors from across the Federation of Bosnia and Herzegovina and the Republika Srpska who had previously participated in the DCAF gender trainer development programme, to brief them on updates to the three curricula on domestic violence, gender bias and SGBH.</p> <p>Sexual and Gender-based Harassment Policy Implementation</p> <p>Organization of two capacity-building workshops for SGBH Advisors at which gender trainers who were trained by DCAF equipped Advisors with the requisite knowledge, skills and tools to effectively deliver orientation sessions on the new Guidelines for the Prevention of Sexual and Gender-based Harassment within the Judicial Institutions of Bosnia and Herzegovina at courts and prosecutors' offices.</p> <p>Administration of an anonymous online survey to judges, prosecutors and court employees in Bosnia and Herzegovina to assess their awareness of the new SGBH guidelines, which were developed with the support of DCAF, and to review whether implementation of the guidelines has contributed to improved perceptions of the working environment at prosecutors' offices and courts across the country.</p> <p>Conclusion of the Gender and Justice Programme</p> <p>Organization of a concluding conference for the Gender and Justice Programme in Bosnia and Herzegovina, which brought together representatives of judicial institutions and international partners involved in the four projects to review progress made in promoting gender equality in the judiciary system.</p>
	<p>Enhancing Governance and Oversight of Security Institutions in Kosovo</p>	<p>Organization of a Roundtable Dialogue and Seminar on Supporting Women in Uniform: Promoting Gender Equality in Career Development, to discuss policies and practices that support the recruitment, promotion and retention of women in security institutions as well as strategies to strengthen internal gender structures and networks.</p>

<p>Partners/mandators:</p> <ul style="list-style-type: none"> • Kosovo security institutions and their line ministries 	<p>Organization of a Roundtable Dialogue and Seminar on Gender-related Discrimination and Harassment: Strengthening Complaints Mechanisms in the Security and Defence Sectors, to share experiences, good practices and lessons learned on complaints handling related to gender-based discrimination within the security sector and to launch the Kosovar language versions of the DCAF <i>Handbook on Gender and Complaints Mechanisms</i> and the DCAF paper on Ombuds Institutions for the Armed Forces and Gender.</p> <p>Organization of a roundtable on regulating the assignment of security attachés, to raise awareness on the role and relevance of security attachés, including their duties, selection process and training needs, and to provide insights on international good practices and lessons learned related to the deployment of security attachés.</p> <p>Organization of a drafting workshop on regulating the deployment of Kosovar security attachés abroad, to provide expert advice and share international good practice on recruitment and selection, assignment and reporting, and resource allocation related to security attachés.</p>
<p>Enhancing Information Assurance Capacity of the Ministry of Interior of Serbia to Strengthen the Rule of Law</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Ministry of Interior of the Republic of Serbia • CERT MUP 	<p>Organization of a cross-departmental workshop involving all government agencies responsible for cybersecurity in Serbia, to develop a first-draft governmental communication plan for cybersecurity emergencies as well as standard operating procedures for communication in case of major cybersecurity incidents, and to set out plans and expectations for the first national cybersecurity drill in Serbia.</p> <p>Support, to a delegation from the CERT MUP, to attend the Infosecurity Europe Conference along with representatives of DCAF and meet with the United Kingdom National Cyber Security Centre to exchange experiences and gain insights on the operation of the Centre.</p> <p>Organization of a study visit for a group of ten representatives from the CERT MUP, the newly established Office for Information Technology and Electronic Governance, the national computer security incident response team, the Ministry of Trade, Tourism and Telecommunications and the cybercrime unit of the Police of Serbia to the National Cyber Security Centre of the Netherlands and the National High Tech Crime Unit within the Dutch National Police.</p> <p>Delivery of three training workshops on basic incident handling and response techniques, operational practices, and organizational and legal aspects of operating a cyber emergency response team to personnel of the CERT MUP.</p> <p>Support to the CERT MUP in the development of a three-year human resource development plan, including strategies for cost-effective and tailor-made training to develop staff capacity and strengthen the unit's capacity to effectively fulfil its mandate.</p> <p>Support to the CERT MUP in the development of a needs assessment, to identify technical equipment (hardware and software) that is essential for the unit to effectively fulfil its mandate and develop a cost-effective procurement plan.</p> <p>Facilitation of one of the working groups during the first-ever national cybersecurity drill, which was jointly executed by representatives of government agencies, the private sector, and civil society, with support of the OSCE Mission to Serbia and DiploFoundation.</p>

Table III.2: Middle East and North Africa – Key activities by project/programme in 2017

Project/programme	Activities
<p>Country Programme Lebanon</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Ministry of Justice of Lebanon • ISF • Committee for Preventing Torture within the ISF • Association for the Prevention of Torture • Ombudsman Board of Austria 	<p><i>Improving External Communication of the Ministry of Justice of Lebanon</i></p> <p>Finalization of the development of a new website for the Ministry of Justice of Lebanon to increase transparency, access to services, and accountability of the Ministry of Justice in line with new national legislation on access to information.</p> <p><i>Enhancing Information Management of the Ministry of Justice of Lebanon</i></p> <p>Development of a needs assessment of the internal processes and information management system of the Ministry of Justice of Lebanon.</p> <p><i>Strengthening Internal Control Mechanisms of the Lebanese Internal Security Forces to Prevent Torture and Ill-Treatment</i></p> <p>Development of a needs assessment of the internal control structures and mechanisms of the ISF, including an analysis of the training and capacity development needs of the Committee for Preventing Torture within the ISF, to identify options to strengthen internal oversight to prevent torture and ill-treatment in places of detention.</p>

<ul style="list-style-type: none"> • Forensic Medicine and Criminal Evidence Service within the Ministry of Justice of Lebanon • Directorate of Prisons within the Ministry of Justice of Lebanon 	<p>Development of a joint assessment, with the Association for the Prevention of Torture (Association pour la Prévention de la Torture), to identify institutional capacity needs of the newly created National Commission for Human Rights (National Human Rights Institution) and the Commission's Committee for the Prevention of Torture (National Preventive Mechanism) to effectively fulfil their legal mandates and ensure the effective implementation of the OPCAT.</p> <p>Organization of a study visit for members of the Committee for Preventing Torture within the ISF to Austria, including training workshops on best practices in the prevention of torture and ill-treatment, to increase their understanding of international standards of prison management and torture prevention and to develop the capacity of the Committee to investigate allegations of torture and report on the findings.</p> <p>Enhancing the Capacity of the Forensic Medicine and Criminal Evidence Service of the Ministry of Justice of Lebanon</p> <p>Support to the Forensic Medicine and Criminal Evidence Service within the Ministry of Justice to assess the structure and functioning of the service, and organization of a workshop for representatives of the service to develop job descriptions and an organizational chart.</p> <p>Delivery of training workshops on the relationship between criminal justice and forensic science to doctors of the Forensic Medicine and Criminal Evidence Service, to strengthen their capacity to identify, document and report allegations of human rights abuses in places of detention.</p> <p>Strengthening the Capacity of the Directorate of Prisons of the Ministry of Justice to Take Over the Administration of Prisons from the ISF</p> <p>Delivery of one training workshop on time and stress management and another on the criminal justice cycle and the role of registrars in Lebanese prisons to personnel of the Directorate of Prisons within the Ministry of Justice, to improve their capacity to eventually take over the responsibility of prison management from the ISF (Ministry of Interior).</p>
<p>Country Programme Libya</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Ministry of Justice of Libya • Libyan Judicial Police 	<p>Strengthening the Capacity of the Libyan Judicial Police in Prison Management</p> <p>Delivery of a training workshop on strategic planning and risk assessment for senior officers and prison directors of the Libyan Judicial Police under the control of the Ministry of Justice of Libya, to introduce participants to strategic management and planning and to exercise the application of international law and best practices for prison management and the prevention of torture and ill-treatment.</p> <p>Libyan Online Security Sector Observatory (Marsad)</p> <p>Publication of 2,657 news articles, reports, opinion pieces and videos in English and Arabic focused on SSG/R and institutional developments in Libya, enabling over 120,000 visitors, primarily from Libya, to access information on the Libyan security sector in 2017.</p> <p>Database of Libyan Security Sector Legislation</p> <p>Identification, transcription and translation of draft laws and adopted legislation governing the security sector in Libya and the upload of legal texts to the legal database, to stimulate and facilitate public discussion and inform legislative processes after the cessation of hostilities.</p> <p>Publication of an interactive thematic folder on border management and irregular migration, in Arabic and English, that provides access to nearly 100 relevant legal texts in a multi-layered interactive infographic that categorizes legal articles and provisions according to international standards and best practices.</p> <p>Desk research and data collection for the publication of another thematic folder on the legal database, related to detention in Libya.</p>
<p>Country Programme Morocco</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • ICPC • Moroccan Society of Forensic Medicine • General Delegation for Prison Administration and Reintegration of Morocco • National Commission for the Control and Protection of 	<p>Building Integrity of the Moroccan Security Forces</p> <p>Delivery of two training workshops on integrity building, in partnership with the Central Authority for the Prevention of Corruption (l'Instance Centrale de Prévention de la Corruption, ICPC) to personnel of the Moroccan security forces, to present concepts and principles of integrity building and share good practices to strengthen integrity and fight corruption in the security sector.</p> <p>Delivery of a training workshop on Internet-based research techniques and the use of metadata to 15 members of the ICPC, to increase their knowledge of tools and techniques that facilitate research, monitoring, verification, and authentication of data published on the Internet and social media and strengthen their command of visualization tools to graphically present the data collected.</p> <p>Support to an inter-institutional working group to fight corruption, to develop practical guidance tools for integrity building within the Moroccan security forces.</p>

<p>Personal Data</p> <ul style="list-style-type: none"> National Public Administration College of Morocco 	<p><i>Strengthening the Capacity of Moroccan Prison Personnel to Prevent Torture and Ill-Treatment and Improve Detention Conditions</i></p> <p>Development of a practical guide for Moroccan prison doctors, to support them in effectively implementing international and national legal frameworks as well as international standards and good practices for the prevention of torture and ill-treatment, in compliance with Morocco's obligations under OPCAT.</p> <p>Organization of training sessions, in cooperation with the General Delegation for Prison Administration and Reintegration of Morocco (Direction Générale à l'Administration Pénitentiaire et la Réinsertion), on human rights and the implementation of international standards and good practices on penitentiary medicine for prison doctors.</p> <p>Organization of training sessions on investigations into allegations of torture, inhumane and degrading treatment and punishment for 26 members of the Moroccan Society of Forensic Medicine.</p> <p><i>Strengthening Personal Data Protection in the Moroccan Security Sector</i></p> <p>Organization of a seminar on the fight against cybercrime and the protection of personal data, in cooperation with the National Commission for the Control and Protection of Personal Data (Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel), to raise awareness on international norms and good practices in the fight against cybercrime and the protection of personal data.</p> <p><i>Improving the Crisis Communication of Moroccan Authorities</i></p> <p>Organization of two training sessions on crisis communication and crisis management, in cooperation with the National Public Administration College of Morocco (Ecole Nationale Supérieure de l'Administration Publique), for civil servants and communications experts from a wide range of government ministries and security institutions, to increase their understanding of principles for crisis management, the operation of a communication cell and the delivery of effective messages.</p>
<p>Country Programme Occupied Palestinian Territories</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> Directorate-General of Complaints at the Council of Ministers of Palestine Governorates of Bethlehem, Jericho, Nablus, Salfit, Tubas, Tulkarem, and Qalqilya GCC Palestinian security forces in Gaza and the West Bank Ministry of Justice Ministry of Interior Governorate of Ramallah/Al-Bireh Al-Istiqlal University Palestinian Anti-Corruption Commission Palestinian Journalists' Syndicate Palestinian media organizations (Arab Media Internet Network and Wattan 	<p><i>Strengthening Citizen Complaints Mechanisms in the Occupied Palestinian Territories</i></p> <p>Provision of advisory support to the Directorate-General of Complaints at the Palestinian Council of Ministers in the development of a complaints procedure manual and templates to ensure the effective implementation of the new regulation on citizen complaints.</p> <p>Organization of three workshops, in cooperation with the Directorate-General of Complaints, with representatives of all complaints-handling actors in the Occupied Palestinian Territories, to assess their needs for a communication strategy and inform the development of a complaints communication plan for the period 2018–2020, in order to encourage citizens to actively use complaints mechanisms.</p> <p>Organization of a workshop with Palestinian women from the Governorate of Jenin to assess their communication needs related to citizen complaints mechanisms, to inform the development of a complaints communication plan for the period 2018–2020.</p> <p>Delivery of five training workshops on communicating with complainants and the media for personnel of complaints units within Palestinian ministries, security forces and governors' offices, to enhance their capacity to interact with citizens who file complaints of human rights violations, maladministration and abuses of power and the media.</p> <p><i>Enhancing Community Safety in the West Bank</i></p> <p>Delivery of a training workshop on alternative dispute resolution methods to 13 representatives of Community Safety Councils in five different Governorates, as well as legal specialists, women and child protection experts and members of tribal committees from the Governorates, to foster the peaceful settlement of disputes in line with the rule of law and principles of community safety.</p> <p>Delivery of a training workshop on the rule of law and human rights to 22 members of tribal reconciliation committees in different Governorates, to enhance their capacity to solve disputes and address problems that affect community safety in accordance with the formal Palestinian justice system and international human rights standards.</p> <p>Development and broadcasting of a one-minute radio drama episode for the duration of two months, to raise the awareness of the Palestinian population on principles of community safety.</p>

<p>TV)</p> <ul style="list-style-type: none"> • Palestinian CSOs (Human Rights and Democracy Media Centres SHAMS, Palestinian Centre for Strategic Studies and Research and Freedom Forum Palestine) 	<p><i>Improving the Adherence of Palestinian Security Forces to CEDAW</i></p> <p>Delivery of a training workshop on non-discriminatory service delivery for women in the Palestinian security sector to representatives of local CSOs and the media, to reflect on their roles in promoting gender equality in the security forces and holding them accountable for gender-based discrimination, and to take steps to formalize an agreement between civil society and the gender units within the Palestinian security forces to enhance cooperation in the future.</p> <p>Organization of a workshop on integrating gender perspectives in SSR processes for members of the GCC, to discuss draft guidelines on the promotion of gender equality in security provision that were developed by the GCC with support from DCAF.</p> <p>Organization of a workshop on gender mainstreaming in the security forces for members of the GCC and CSOs, to identify measures to strengthen gender units within the security forces and to discuss the role of civil society in integrating gender perspectives into the SSR process.</p> <p>Organization of three workshops with members of the GCC, CSOs and the media in three Governorates, to enhance the exchange of information among gender units within the Palestinian security forces, civil society and the media and to increase gender mainstreaming in the security sector.</p> <p>Organization of a series of workshops, in partnership with the GCC, which brought together representatives of the Palestinian Civil Police and the General Intelligence Service to promote gender equality in the Palestinian security sector and increase the visibility of the GCC.</p> <p>Organization of a workshop for members of the GCC, to share the Jordanian experience on the involvement of civil society in gender mainstreaming in the security sector, enhance the communication and networking skills of participants and develop an action plan on implementation of the guidelines to promote gender equality in security provision that was drafted by the GCC with support from DCAF.</p> <p><i>Support to the Development of a Basic Law for the Palestinian Security Forces</i></p> <p>Finalization of an inclusive vision statement providing guidance on the content of a basic law for the Palestinian security forces, which was developed through a series of consultations with a wide variety of governmental and non-governmental stakeholders from Gaza and the West Bank.</p> <p><i>Improving the Healthcare System in Palestinian Detention Facilities</i></p> <p>Organization of a series of workshops, in cooperation with the Palestinian Ministry of Justice, with national and international stakeholders to develop and agree on an outline for a procedure manual that provides guidelines to improve healthcare provision for detained persons in the Occupied Palestinian Territories.</p> <p>Support to the development and publication of a procedure manual on healthcare provision in detention facilities in the Occupied Palestinian Territories in line with international standards.</p> <p><i>Strategic Advice to the Governorate of Ramallah/Al-Bireh</i></p> <p>Provision of methodological guidance and support to data collection in the drafting of the 2016 annual report of the Governorate of Ramallah/Al-Bireh.</p> <p>Organization of 20 workshops bringing together officials of the Governorate of Ramallah/Al-Bireh and citizens, to discuss public oversight, the participation of citizens in policy-making and the delivery of public services.</p> <p><i>Developing the Capacity of the Criminal Justice System in Gaza (To Facilitate Palestinian National Reconciliation)</i></p> <p>Provision of guidance to the House of Wisdom for Conflict Resolution and Governance in conceptualizing and organizing the 2nd Criminal Justice Conference in the Occupied Palestinian Territories, to enhance the capacity of Palestinian criminal justice institutions to uphold the rule of law and protect human rights and increase coordination and integration among criminal justice institutions in Gaza and the West Bank.</p> <p>Delivery of three training courses on investigation techniques and the prevention of torture and ill-treatment to 90 officials from security forces in Gaza, to enhance their capacity to protect detained persons against torture and mistreatment.</p> <p><i>Support to Al-Istiqlal University</i></p> <p>Development of an assessment of the knowledge and skills of graduates from Al-Istiqlal University, the Palestinian Academy for Security Sciences, and its training curriculum for security forces, to determine the quality of education delivered at the university, in particular with regard to fostering good governance of the security sector.</p>
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	<p><i>Strengthening Informal Oversight Mechanisms of the Security Sector in the Occupied Palestinian Territories</i></p> <p>Organization of two workshops on the media's role in combating corruption, in cooperation with the Palestinian Anti-Corruption Commission, for representatives of government, academia, civil society and the media, to discuss the legal framework for the fight against corruption and the role and capacity of investigative print journalism, radio and television outlets to prevent and respond to corruption, and (social) media strategies to address corruption in the security sector.</p> <p>Organization of eight workshops, in cooperation with the Palestinian Ministry of Interior, involving strategic-level representatives of Palestinian security forces and journalists, to build confidence among the security forces and the media.</p> <p>Organization of a workshop for female officials of the Palestinian security forces and experienced female journalists from different media outlets, to discuss how gender-related challenges affect the relationship between the security forces and the media.</p> <p>Organization of a workshop with legal advisors and human rights experts of the Palestinian security forces, to discuss guidelines for the security forces and the media, developed by DCAF to enhance trust between security forces and the media.</p> <p>Organization of a workshop, in cooperation with the Arabic Media Internet Network, for journalists from different areas of the West Bank, to discuss the new draft code of the Palestinian Journalists' Syndicate, which defines ethics and professional standards to promote accurate, fact-based and responsible journalism.</p> <p><i>Palestinian Online Security Sector Observatory (Marsad)</i></p> <p>Publication of 1,385 news articles, reports, opinion pieces and videos in English and Arabic, focused on SSG/R in the Occupied Palestinian Territories, enabling more than 3,000 different visitors per month to access information on the Palestinian security sector in 2017.</p>
<p>Country Programme Tunisia</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Presidency of the Republic of Tunisia • Ministries of Interior, Justice, National Defence, Public Health and Women, Family and Children of Tunisia • Security and defence committee of the Assembly of the Representatives of the People of Tunisia (parliament) • IDN and the Tunisian War College • DGPR • LNTFP • Office of the General Delegate for Child Protection of Tunisia • Tunis Afrique Presse • Journalists from across Tunisia • United Nations Educational, Scientific and Cultural Organization • Small Arms Survey • Tunisian CSOs (Alternative 	<p><i>Support to Strengthen the Legal Framework for the Democratic Governance of Intelligence Services in Tunisia</i></p> <p>Organization of a roundtable on comparative legal perspectives on intelligence sector governance, in collaboration with the Presidency of the Republic of Tunisia, to provide a comparative overview of legal frameworks governing intelligence services in several European countries, to discuss the status of and challenges to intelligence sector governance in the Tunisian context and to develop recommendations for legal reform.</p> <p><i>Enhancing the Capacity of the Security Sector-related Committees of the Tunisian Parliament to Exercise Adequate Oversight of the Security Sector</i></p> <p>Support to the security and defence committee of the parliament of Tunisia to conduct a self-assessment of the committee's institutional capacity to oversee the security sector as well as legislative needs.</p> <p>Organization of a study visit for a delegation of the parliament of Tunisia to the parliament of Spain, to share experiences and good practices regarding legislative and oversight functions.</p> <p>Organization of a workshop on parliamentary oversight of the defence sector, in partnership with the National Defence Institute (Institut de la Défense Nationale, IDN) to build trust between members of the defence and security committee of the parliament of Tunisia and representatives of the IDN and the Tunisian Ministry of National Defence.</p> <p><i>Enhancing Strategic Planning of the Ministry of Interior of Tunisia</i></p> <p>Organization of a workshop for high-level officials of the Ministry of Interior of Tunisia, with the support of three members of the Belgian Federal Police, to present and discuss key concepts of strategic planning and provide an overview of the Belgian experience in developing and implementing police security plans at both national and local levels.</p> <p><i>Reconfiguration of Civilian-Military Relationships</i></p> <p>Support to the IDN in the organization of the European-Mediterranean Meeting on Geopolitics and Great Powers in the Mediterranean, to gather insights on the role of international organizations, the geopolitical interests of regional actors and the security policies of great powers in North Africa.</p> <p>Support to the IDN in developing recommendations for the Ministry of National Defence to draft a White Paper on Security and Defence.</p>

<p>Youth Network (youth), Aswat Nissa (gender) and Al-Khatt (criminal justice))</p>	<p>Delivery of a training course on good governance of the defence sector and the role of armed forces in a democratic society at the Tunisian War College (Ecole Supérieure de Guerre) for mid-ranking officers of the Tunisian Armed forces and officials of various government ministries, to discuss access to information, the interaction between the army and civilian authorities, crisis communication, the drafting of a White Paper on Security and Defence and military justice.</p>
	<p><i>Strengthening the National Defence Institute under the Ministry of Defence of Tunisia</i> Support to the IDN to organize a workshop on crisis communication and the relationship between the armed forces and the media, to facilitate debate on areas of convergence and divergence in relations between journalists and military institutions in terms of information processing and sharing, in particular in crisis situations.</p>
	<p><i>Strengthening Crisis Communication of the Ministry of Interior of Tunisia</i> Organization of a study visit to Brussels for a delegation from the Ministry of Interior of Tunisia, to share experiences and good practices in crisis management and communication with the Crisis Centre at the Belgian Ministry of Interior Affairs, the Coordination Unit for Threat Assessment, the Belgian Federal Police headquarters and the Ministry of Interior Affairs.</p>
	<p><i>Documenting and Analysing the Security Perceptions and Needs of Tunisian Youth</i> Organization of a train-the-trainers workshop for members of the Alternative Youth Network of Tunisia (Réseau Alternatif des Jeunes), to develop their capacity to organize and facilitate trainings on SSR and good SSG for a group of young volunteers tasked with conducting a survey on youth perceptions of security and their security needs, in six municipalities in Tunisia.</p>
	<p><i>Support to the Tunisian National League of Police Women</i> Organization of training sessions for the Tunisian National League of Police Women (Ligue Nationale Tunisienne de la Femme Policière, LNTFP) on the development of a communications plan for the period 2017–2018, to introduce the concept of strategic communication, increase their knowledge of the fundamental elements of a communications strategy and the development of communications tools, and provide a platform to initiate the development of a communications strategy for the organization.</p>
	<p>Organization of an introductory workshop on gender equality and policing for members of the LNTFP, to explore the role of women in the delivery of police services in the Tunisian context, reflect on approaches to more effectively respond to the distinct security needs of women, men, girls and boys, and develop the capacity of the members of the organization to advocate for the inclusion of gender in all areas of their work.</p>
	<p><i>Developing the Capacity of Women Politicians to Promote the Integration of Gender in Security Policies</i> Delivery of a training workshop on the integration of gender into SSR processes to five members of the Tunisian CSO Aswat Nissa (Voices of Women) who are responsible for the implementation of the Women, Peace and Security Programme in Tunisia, with the support of UN Women.</p>
	<p>Delivery of four training workshops on gender equality and SSR to female representatives of different political parties in central and southern Tunisia who will run in the country's first municipal elections in 2018, in partnership with Aswat Nissa, to strengthen their capacity to engage in political debates related to security and apply a gender lens to these discussions.</p>
	<p><i>Strengthening the System for the Production of Criminal Justice Statistics</i> Organization of a workshop to introduce representatives of the Ministries of Interior and Justice of Tunisia to instruments and techniques for the collection, analysis and dissemination of criminal justice information and the integration of crime statistics into security policy-making.</p>
	<p><i>Strengthening the Production, Analysis and Dissemination of Penal Statistics in Tunisia</i> Delivery of a training on data quality control to 13 members of a working group on penal statistics at the Directorate General for Prisons and Rehabilitation of the Tunisian Ministry of Justice (Direction Générale des Prisons et de la Rééducation, DGPR), to enhance their capacity to produce and analyse penitentiary data according to international standards for quality assurance of statistical data.</p>
	<p>Organization of four working sessions to support the DGPR in defining the mandate of the Central Bureau for Statistics (Bureau Central de Statistiques) and drafting technical agreements for the exchange of penal statistics between the bureau and the ten directorates of the DGPR, which are responsible for the collection of penitentiary data.</p>

Strengthening the Capacity of Tunisian Authorities to Fight against Torture and Ill-Treatment

Support to a working group of five judges and four forensic doctors to finalize the first draft of a guide on the use of forensic evidence in investigations of allegations of torture and mistreatment, to ensure that forensic evidence is established and interpreted appropriately in investigations of alleged cases of torture and ill-treatment.

Organization of three presentation sessions of the first draft of a guide on the use of forensic evidence in investigations of allegations of torture and mistreatment, to gather feedback from Tunisian judges and forensic doctors on the standardized templates to request forensic expertise and report the findings of the examination.

Delivery of a training session, in partnership with the Ministry of Women, Family and Children and the Office of the General Delegate for Child Protection of Tunisia, on visits to juvenile detention centres for 12 child protection delegates, to strengthen their capacity to interview children deprived of liberty and report on the findings of monitoring visits.

Strengthening the Capacity of Tunisian Journalists to Perform Informal Oversight of the Security Sector

Delivery of a training on interviewing techniques, in partnership with the Tunis Afrique Press news agency, for ten investigative journalists from Tunisia, to enhance their capacity to more effectively harness their sources of information and report on security sector-related issues.

Organization of a workshop on crisis communication and the relationship between the armed forces and the media for 20 chief editors of public and private Tunisian media outlets, in partnership with the IDN, to facilitate dialogue between personnel responsible for communications at the Ministry of National Defence of Tunisia and media professionals regarding the expectations of media on information processing and sharing, particularly in crisis situations.

Delivery of a training workshop, in cooperation with the Small Arms Survey, for 13 journalists from media outlets in Tunisia, Morocco, Egypt and Libya, to enhance their capacity to objectively document and report on the licit and illicit trade in SALW in North Africa.

Organization of two training sessions on the right to information for 15 Tunisian journalists from across the country, in cooperation with the office of the United Nations Educational, Scientific and Cultural Organization, to increase their knowledge of how the right to information in Tunisia has evolved and of legal provisions related to requesting access to information of the Tunisian administration.

Online Platform “Understanding Criminal Justice in Tunisia”

Launch of an interactive online platform, in partnership with the non-governmental organization Al-Khatt, that provides information on the organization and functioning of the Tunisian criminal justice system in an easily comprehensible way, to increase the awareness of citizens of their rights and obligations under the Tunisian Penal Code.

Tunisian Online Security Sector Observatory (Marsad)

Publication of more than 2,000 news articles, analyses and videos in Arabic and French on SSG/R in Tunisia, enabling 53,400 visitors to access information on the Tunisian security sector in 2017, with 29 per cent of visitors accessing the platform regularly.

Database of Tunisian Security Sector Legislation

Update and consolidation of legal texts available through the Tunisian security sector legislation database, which provides easy access to all relevant legislation governing the security sector in both Arabic and French as a means to increase transparency and strengthen legislative and oversight processes related to the security sector, and which was accessed by 37,209 new visitors in 2017, mainly from Tunisia.

NATO Trust Fund III – Enhancing the Role of Servicewomen in the Jordanian Armed Forces	Provision of advisory support to the Directorate of Military Women’s Affairs of the Jordanian Armed Forces in the development of a three-year action plan to strengthen the role of servicewomen in the Jordanian Armed Forces, based on findings and recommendations in the assessment of the status of servicewomen that DCAF supported.
Partners/mandators: <ul style="list-style-type: none"> • Directorate of Military Women’s Affairs of the Jordanian Armed Forces • NATO 	

Table III.3: Sub-Saharan Africa – Key activities by project/programme in 2017

Project/programme	Activities
Human Security and Women’s Participation in SSG/R in Border Communities of Liberia Partners/mandators: <ul style="list-style-type: none"> • Mano River Women Peace Network • Community-based organizations, local government officials, traditional authorities and security providers in Bong, Grand Cape Mount, Gedeh, Lofa, Nimba and River Gee Counties 	<p>Delivery of an advanced training on the role of women and civil society in the areas of human security and security governance to members of community-based organizations, local government officials, traditional leaders and representatives of law enforcement and immigration services in Bong and Grand Cape Mount Counties.</p> <hr/> <p>Recording and broadcasting of a radio talk show on gender and security, for a period of six months, to increase the awareness of local communities of the role of gender in SSG at the local level in Bong and Grand Cape Mount Counties.</p> <hr/> <p>Organization of a workshop to raise awareness on county-level security issues for members of community-based organizations, local government officials, traditional leaders and representatives of law enforcement and immigration services in Bong and Grand Cape Mount Counties.</p> <hr/> <p>Organization of a community dialogue with members of community-based organizations, local government officials, traditional leaders and representatives of law enforcement agencies, to foster inclusive decision-making on county-level security issues in Bong and Grand Cape Mount Counties.</p>
Review of Private Security Legislation in Liberia Partners/mandators: <ul style="list-style-type: none"> • UNMIL • Ministry of Justice of Liberia • Civil society working group on SSR • Multi-stakeholder working group responsible for the formulation of a revised private security law 	<p>Provision of guidance to a working group of CSOs in developing a mapping study of the private security sector in Liberia, to inform the revision of the national private security draft law of 2013.</p> <hr/> <p>Organization of a workshop bringing together key private security stakeholders in Liberia for a presentation of the mapping study of the private security sector developed by a working group of CSOs with support from DCAF, and to provide an overview of good practices regarding legal reform set out in the Montreux Document, the ICoC and the DCAF Legislative Guidance Tool for States to Regulate Private Military and Security Companies.</p> <hr/> <p>Support to the Ministry of Justice of Liberia to establish an inclusive multi-stakeholder working group to draft a revised national private security law, and provision of legal advice to the working group.</p> <hr/> <p>Organization of a series of meetings with key private security stakeholders in Liberia to garner political support for a strong new private security law that includes human rights considerations and is aligned with international norms and good practices.</p>
Support to Strengthening Internal and External Oversight of the National Police of Madagascar Partners/mandators: <ul style="list-style-type: none"> • African Union (AU) • Ministry of Public Security of Madagascar • IGPN 	<p>Development of an assessment report of the IGPN, based on desk research and interviews with national stakeholders at strategic and operational levels, with a focus on the institution’s legal and policy framework, organizational structures, rules and procedures, complaints mechanisms, human resources and technical capabilities, as well as its coordination with state and non-state actors.</p> <hr/> <p>Organization of two workshops with the Minister of Public Security and staff of relevant departments within the ministry, representatives of the National Assembly of Madagascar and the Ministry of Justice, the Chair of the National Independent Human Rights Commission, members of CSOs and officials of multilateral organizations and bilateral donors, to present the assessment report of the IGPN developed by DCAF, review its main findings and recommendations and discuss a strategy for implementing those recommendations.</p>

<p>Enhancing Security Sector Governance in Mali 2017–2020</p>	<p><i>Enhancing Strategic Management of the SSR Process</i></p>
<p>Partners/mandators:</p>	<p>Organization of a workshop with members of the National Council for Security Sector Reform (Conseil National pour la Réforme du Secteur de la Sécurité, CNRSS) of Mali and its executive body, the SSR Commissariat (Commissariat à la Réforme du Secteur de la Sécurité, CRSS), as well as government officials and representatives of the National Commission for Disarmament, Demobilization and Reintegration and the Integration Commission, to develop a strategic plan for the CRSS.</p>
<ul style="list-style-type: none"> • Ministry of Internal Security and Civil Protection of Mali • CNRSS • CRSS • National Gendarmerie and National Police of Mali • Inspectorate General of Security Services and Civil Protection • Secretariat for the National Gender Policy of the Ministry of Women’s Affairs, Children and the Family of Mali • UNPOL • United Nations Multidimensional Integrated Stabilization Mission in Mali • UN Women • EU Capacity Building Mission in Mali • CNDH • Malian CSOs (ARGA Mali and WANEP Mali) • ECOWAS early warning centre for Mali • Committee of National Defence, Security and Emergency Preparedness of the National Assembly of Mali 	<p>Provision of policy advice to the CNRSS and CRSS to draft a strategy for SSR that defines the national vision for SSG/R in Mali and sets out strategic objectives and key pillars of reform, to provide effective political and strategic guidance for the national SSR process.</p>
	<p><i>Promoting Community Policing and Strengthening Internal Control of Police</i></p>
	<p>Organization of a workshop for high-ranking officials of the National Gendarmerie and National Police of Mali to discuss the concept and principles of community policing and clarify the roles and responsibilities of the two law enforcement agencies from a community policing perspective.</p>
	<p>Organization of a first training on performance audit methods and techniques in a series of capacity-building workshops for inspectors from the Inspectorate General of Security Services and Civil Protection in Mali to improve their capacity to perform internal control of the National Police of Mali.</p>
	<p>Organization of two sensitization workshops on gender for senior and non-commissioned police officers, to increase their understanding of gender-related concepts and the relationship between gender and security in preparation for the creation of a gender unit within the National Police of Mali.</p>
	<p><i>Improving the Monitoring of Detention Conditions and the Compliance of Security Institutions with Human Rights</i></p>
	<p>Organization of a capacity-building workshop for commissioners of the new National Human Rights Commission (Commission Nationale des Droits de l’Homme, CNDH) of Mali, senior staff of the institution and members of human rights organizations, to support the strategic planning process of the CNDH.</p>
	<p><i>Strengthening the Capacity of Civil Society to Support SSG/R</i></p>
	<p>Organization of a series of meetings with the Malian chapter of WANEP to identify concrete ways to enhance the relevance of WANEP’s existing initiatives, such as the National Early Warning System and the Women in Peacebuilding Network, to the national SSR process in Mali.</p>
	<p>Organization of a workshop with the Malian chapter of WANEP to share the experiences in election monitoring of the national chapters of WANEP in neighbouring countries, and to discuss the strategy of WANEP Mali for contributing to electoral risk monitoring and violence prevention in the 2018 presidential elections.</p>
	<p>Support to WANEP Mali in the organization of a preliminary consultation meeting with female civil society leaders and representatives of local women’s organizations in the Mopti and Sikasso regions to discuss the parameters of a prospective survey administered by the government, aimed at documenting the security needs of women and girls living in those two overlooked provinces.</p>
	<p><i>Strengthening the Evidence Base for Implementation of the Peace Agreement</i></p>
	<p>Support to the Committee of National Defence, Security and Emergency Preparedness of the National Assembly of Mali in holding public consultations with local communities across the country to collect public perceptions of security and progress in the implementation of the peace accord, to provide input on good governance and security for the next legislative period.</p>
<p>Increasing Security Sector Accountability in Niger</p>	<p><i>Strengthening the Legal Framework and Internal Control Mechanisms of Police</i></p>
<p>Partners/mandators:</p>	<p>Support to the Ministry of Interior, Public Security, Decentralisation and Religious and Customary Affairs and the Directorate General of the National Police to compile a total of eight volumes of laws governing the provision of internal security in Niger, to identify gaps and weaknesses in the legal framework and inform legislative reform processes.</p>
<ul style="list-style-type: none"> • Ministry of Interior, Public Security, Decentralisation and Religious and Customary Affairs of Niger • IGSS 	<p>Development of an assessment of the IGSS, focused on the institution’s regulatory framework, strategy, organizational structure, operational procedures, human resources and technical capabilities, including recommendations to strengthen internal control mechanisms.</p>
	<p>Organization of a workshop with internal IGSS members to support the development of a long-term action plan that addresses the findings and recommendations included in the assessment</p>

<ul style="list-style-type: none"> • Directorate General of the National Police of Niger • ENP/FP • Defence and security committee of the National Assembly of Niger • Médiateur de la République • Media professionals from Niger • Nigerien Association of Journalists against Corruption • National anti-corruption body of Niger (Haute Autorité de Lutte contre la Corruption et les Infractions Assimilées) 	<p>conducted by DCAF.</p> <p>Support to a working group of 20 police trainers from the ENP/FP to design a curriculum and training modules for a two-year police inspector training programme.</p> <p>Organization of a workshop with 27 high-ranking police officials from police directorates in all regions of Niger to raise awareness of the importance of police integrity building and identify the challenges and priorities of police integrity in Niger.</p> <p>Delivery of a training workshop on the DCAF Training Manual on Police Integrity to 22 police trainers from the ENP/FP, as well as the presentation of other DCAF training material on police integrity, to improve their capacity to delivery training on police integrity at the ENP/FP.</p> <p>Strengthening External Oversight Bodies of the Security Sector</p> <p>Organization of a capacity self-assessment workshop for members of the defence and security committee of the National Assembly of Niger and other parliamentary committees, to determine the capacity needs to effectively legislate on and oversee the security sector.</p> <p>Organization of a workshop on strategic and operational planning for members of the defence and security committee of the National Assembly of Niger and other parliamentary committees, to develop a capacity-building plan and a legislative plan.</p> <p>Delivery of a training workshop for personnel of the national ombuds institution of Niger (the Médiateur de la République), including newly appointed delegates from all regions of the country, to improve their understanding of key principles of good SSG and enhance their capacity to perform effective oversight of the security sector.</p> <p>Facilitation of a preliminary engagement between members of the defence and security committee of the National Assembly of Niger and personnel of Médiateur de la République to enhance coordination and coherence in the external oversight of the security sector.</p> <p>Organization of a retreat on gender and security and the effects of gender inequalities on access to complaints mechanisms with personnel of the Médiateur de la République, with the aim to make citizen complaints against security institutions more gender sensitive.</p> <p>Strengthening the Capacity of Media Professionals to Report on Security Sector-related Issues</p> <p>Delivery of a series of six workshops on SSG/R and the reporting of security issues, as part of a year-long multi-session training programme that was developed in partnership with the Nigerien Association of Journalists against Corruption, to increase basic knowledge and understanding of security, good security governance and security policy-making among a group of over 30 media professionals from across Niger.</p>
<p>Support to Enhancing the Democratic Oversight and Accountability of the Security Sector in Nigeria</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • PLAC • National Assembly of Nigeria 	<p>Organization of an introductory meeting, in cooperation with the Policy and Legal Advocacy Centre (PLAC), with representatives of CSOs from across Nigeria to share experiences and discuss the extent of civil society involvement in SSR processes.</p> <p>Organization of an interactive needs assessment workshop with members of the House of Representatives, in cooperation with PLAC, to facilitate a self-assessment of the legal powers and technical and institutional capacities of the National Assembly of Nigeria to effectively perform legislative and oversight functions related to the security sector.</p> <p>Organization of meetings and interviews with the chairpersons of the Senate Committee of Police Affairs, Defence and Army Matters, the Committee of Human Rights and the Committee of Judicial and Legal Affairs, to gain insights on the capacity of the National Assembly of Nigeria to exercise adequate oversight of the security sector.</p> <p>Development of a mapping study analysing existing structures for security sector oversight in Nigeria and identifying issues and challenges that impede effective oversight and accountability of the security sector.</p>
<p>Advancing Gender Equality in the Senegalese Armed Forces</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Armed forces and gendarmerie of Senegal • DIRCEL • Office of Gender Equity and Equality within the Ministry for Women, Children, and 	<p>Finalization and submission to the Directorate of Studies and Legislation Control (Direction du Contrôle des Etudes et de la Législation, DIRCEL) of the Ministry of Armed Forces of Senegal of a needs assessment for implementation of the Sectorial Gender Strategy of the Armed Forces, with recommendations to strengthen the implementation of the Strategy.</p> <p>Delivery of presentations to the senior command of the armed forces and gendarmerie, in partnership with DIRCEL and the Office of Gender Equity and Equality (Direction de l'Équité et de l'Égalité de Genre) of the Ministry for Women, Children, and the Family, to advocate for the inclusion of a gender module in the training curricula of the armed forces and the gendarmerie.</p>

the Family of Senegal	
<p>Private Security Governance Observatories</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • CSOs from Francophone and Anglophone sub-Saharan Africa • ACCA • African Security Sector Network • United Kingdom Foreign & Commonwealth Office • Open Society Foundations 	<p>Organization of a regional capacity-building workshop for civil society member organizations of the private security governance observatory network for Francophone Africa, to provide training on the use of the draft practical guidance tool on the role of CSOs in the governance of the private security sector, and to share experiences and challenges that CSOs face in monitoring the compliance of PSCs with human rights, including a presentation by the President of the National Human Rights Commission of Mali on CSO engagement with national authorities in the area of private security regulation.</p> <p>Implementation of outreach activities to expand the private security governance observatory network in Africa, the population of the private security governance observatory online platform with resources and information on international, regional and national private security regulation, and the update of various pages of the platform to improve the functionality and user-friendliness of the web-based information portal.</p> <p>Support to the African Coalition for Corporate Accountability (ACCA) in organizing the ACCA General Assembly, to raise awareness on the role of civil society in private security governance, present the private security governance observatory network in Africa and its online platform and provide an overview of international initiatives to enhance private security governance.</p> <p>Establishment of the private security governance observatory network of CSOs in Anglophone Africa and development of the English version of the private security governance observatory online platform.</p> <p>Organization of the first meeting of the private security governance observatory network for Anglophone Africa, in partnership with the African Security Sector Network, to discuss specific challenges and needs related to private security regulation in the region and present the Montreux Document and ICoCA.</p>
<p>Strengthening the Capacity of Public Security Forces Assigned to Areas of Extractive Operations in Kenya</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Safestainable • Critical Infrastructure Protection Unit of the Kenya Police Service • Tullow Oil • United Kingdom Foreign & Commonwealth Office 	<p>Implementation of a one-week field mission to Turkana County by the partner organization and independent consultant Safestainable, to evaluate training needs of the Critical Infrastructure Protection Unit of the Kenya Police Service, gather data to inform the development of a training programme, and verify details concerning the timing, location, format and content of the future training programme, as well as assess the general risk environment for the project.</p>

Table III.4: Eastern Europe/South Caucasus/Central Asia – Key activities by project/programme in 2017

Project/programme	Activities
<p>Law Enforcement Reform and Parliamentary Programming in Armenia</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Police of the Republic of Armenia • Educational Complex of the Police of the Republic of Armenia • Standing Committee on 	<p>Delivery of two training workshops on police modernization and police leadership guidance for transformational change, at the police academy of Armenia, to explore a wide range of issues relating to human resource management in modern police organizations, police workforce planning and the management of a police organization.</p> <p>Advisory support to the Standing Committee on Defense, National Security and Internal Affairs of the National Assembly of the Republic of Armenia through a review of the new draft Law on Military Service and the Status of Servicepersons to assess the alignment of the law with international precedents and best practices, as well as participation in parliamentary hearings.</p>

<p>Defense, National Security and Internal Affairs of the National Assembly of the Republic of Armenia</p>	
<p>Security Sector Oversight and Monitoring Capacity Development Support to the Office of the Public Defender of Georgia</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> Office of the Public Defender of Georgia Various CSOs from Georgia 	<p>Development of two guidance notes on “Monitoring Law Enforcement Services” and “Monitoring Intelligence Services,” to increase the capacity of all units within the Public Defender of Georgia to monitor the security sector.</p> <p>Delivery of two trainings on the guidance notes for monitoring law enforcement and intelligence services developed by DCAF to heads of department and staff of the Office of the Public Defender of Georgia and members of local CSOs, to enhance their capacity to oversee the security sector.</p>
<p>Monitoring Human Rights in the Armed Forces of Tajikistan</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> Ombudsman of Tajikistan Office of Civil Freedoms (Daftari Ozodihoi Shahrivandi) 	<p>Support to the non-governmental organization Office of Civil Freedoms to cover expert fees and logistical costs so that members of the organization can support the ombuds institution of Tajikistan in conducting monitoring visits to military bases and developing recommendations to enhance the protection of human rights of armed forces personnel.</p> <p>Provision of technical assistance to personnel of the ombuds institution of Tajikistan on methods and strategies to ensure the effective implementation of the National Action Plan on Combating Extremism and Terrorism.</p>
<p>Information and Monitoring Tool on Security Sector Reform in Ukraine, 2015–2017</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> Razumkov Centre 	<p>Administration of, and publication of the findings of, a second public opinion poll on the provision of security, challenges to SSR and needs for reform in Ukraine, to assess public perceptions of security, progress on reforms and the priorities and expectations of the Ukrainian population.</p> <p>Organization of four national multi-stakeholder conferences, in cooperation with the Razumkov Centre, on defence production, sales and acquisitions, progress and challenges to reform, human rights and SSG, and achievements, plans and lessons learned in SSR in Ukraine, to discuss, analyse and validate ongoing and planned reforms and identify policy recommendations to improve SSG/R from a civil society perspective.</p>
<p>Reintegration Assistance via the NATO-Ukraine Military Career Transition Programme, Phase 3</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> NATO Liaison Office in Kyiv Integration, Partnership and Cooperation Directorate within the Political Affairs and Security Policy Division of NATO 	<p>Participation in two meetings of the Working Group of the Military Career Transition Programme in Ukraine to discuss aspects of planned military resettlement procedures with Ukrainian stakeholders and other partner nations.</p> <p>Support to national authorities in Ukraine to develop a roadmap for implementation of a Concept of Military Personnel Policy until 2020, to ensure the effective implementation of the military career transition system.</p> <p>Development of a needs assessment on the current legal, regulatory and organizational components of the military career and social adaptation system of Kyrgyzstan, including a field visit to Kyrgyzstan.</p> <p>Contribution to the international expert seminar in military career transition in Georgia, to share experiences and lessons learned from support to the implementation of the military career transition programme in Ukraine.</p>
<p>Assessment of the Readiness of the Criminal Justice Sector in Ukraine to Implement the Council of Europe Convention on Preventing and Combating Domestic Violence and Violence Against Women (Istanbul Convention)</p>	<p>Development of an assessment of the current capacity of the Ukrainian criminal justice system to respond to violence against women and domestic violence, in partnership with the local CSO La Strada-Ukraine, to assess the readiness of the Ukrainian criminal justice system to implement the Istanbul Convention.</p> <p>Publication and presentation of the findings and conclusions of the assessment of criminal justice practice and violence against women to representatives of Ukrainian criminal justice institutions, international organizations and local non-governmental organizations providing legal assistance to victims of domestic violence.</p> <p>Organization of five meetings of a working group of judges composed of representatives of the National School of Judges of Ukraine as well as acting judges, to develop a practice-oriented</p>

<p>Partners/mandators:</p> <ul style="list-style-type: none"> • La Strada-Ukraine • National School of Judges of Ukraine • National Prosecution Academy of Ukraine 	<p>training curriculum on domestic violence for judges, with the aim to improve court hearings and rulings in cases of domestic violence in accordance with the Istanbul Convention.</p>
<p>Security Governance and Humanitarian Demining, Unexploded Ordnance and Explosive Remnants of War Challenges in Ukraine</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • GICHD • OSCE Project Co-ordinator in Ukraine • Committee on National Security and Defence of the Verkhovna Rada of Ukraine 	<p>Organization of a workshop, in cooperation with GICHD and the OSCE Project Co-ordinator in Ukraine, to provide comments and an independent legal expert opinion on two draft laws on humanitarian mine action that the Committee on National Security and Defence of the Parliament of Ukraine (Verkhovna Rada) developed, and to present an overview of the governance of the security institutions responsible for mine action in Ukraine.</p>

Table III.5: Asia-Pacific – Key activities by project/programme in 2017

Project/programme	Activities
<p>Support to the IPF-SSG</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Members of parliament and representatives of other independent oversight institutions, security institutions, academic institutions and CSOs from Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Thailand, Vietnam, India and Japan • Open Society Foundations 	<p>Organization of the 14th IPF-SSG in Southeast Asia, on “Security Sector Governance in Transition Societies: Working Towards Effective and Accountable Security Provision,” bringing together more than 50 representatives of parliaments, human rights commissions, security institutions, academic institutions and CSOs from Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Thailand, Vietnam, India and Japan to share experiences of impasses in SSG/R in transition societies and to identify options to overcome them.</p>
<p>Learning Lab on Improving SSG in Southeast Asia</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Cambodian Institute for Cooperation and Peace • Open Society Foundations 	<p>Organization of a learning lab on improving SSG in Southeast Asia, in cooperation with the Cambodian Institute for Cooperation and Peace and the Open Society Foundations, at which delegations from across Southeast Asia attended, to assess the present status of external oversight of the security sector in Southeast Asia and identify entry points and strategies for international actors to strengthen the oversight role and capacity of parliaments and CSOs in the region.</p>
<p>Support to Improve Police Accountability in Myanmar</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • EU 	<p>Preparation and deployment to Myanmar of a senior expert on police reform and a senior expert on legal reform and parliamentary oversight.</p> <p>Organization of a series of formal and informal consultation and coordination meetings with national governmental and non-governmental stakeholders and international project partners in Myanmar, to develop a new draft work plan that takes into consideration the evolving political context and new institutional environment since the inauguration of the new government, and to</p>

<ul style="list-style-type: none"> • Ibero-American Foundation for Administration and Public Policies • GIZ • Civipol • Northern Ireland Co-operation Overseas • MPF • Myanmar Parliament 	<p>plan activities with the MPF and the Myanmar parliament.</p>
<p>Enhancing the Capacity of Young Security Sector Professionals from Myanmar in International Relations and Human Security</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Federal Department of Foreign Affairs of Switzerland • Geneva Centre for Security Policy 	<p>Delivery of a training course on a wide range of themes and issues related to human security, international relations, the security sector, good governance, SSR in transition societies, decentralisation and federalism, as well as political dialogue and peacebuilding, for 27 young professionals from Myanmar representing various CSOs, political parties, ethnic armed groups who recently signed a peace agreement with the government, parliament, government ministries, the Office of the Attorney General and the Office of the State Counsellor.</p>
<p>Briefings on SSR and DDR for Delegations from Myanmar Visiting Switzerland</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Federal Department of Foreign Affairs of Switzerland • Swiss Embassy in Myanmar 	<p>Delivery of tailor-made training modules on SSR and DDR for delegations of Rakhine community leaders, the Peace Commission, political parties and senior command of the armed forces visiting Switzerland.</p>
<p>Strengthening the Capacity of Security Sector Professionals in the Philippines</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • National Defence College of the Philippines • Friedrich-Ebert Stiftung • PPSC • Brussels Police 	<p>Organization of the 5th annual SSR Workshop on the implications of federalism for SSG/R in the Philippines, in collaboration with the National Defence College of the Philippines and the Friedrich-Ebert Stiftung, to examine the implications of federalism for the planning and implementation of current reforms in the security sector and identify opportunities for and challenges to reform efforts in case of a transition towards a federal government system.</p> <p>Organization of a seminar on police governance, in partnership with the Philippine Public Safety College (PPSC) and the Brussels Police, for 160 Lieutenant Colonels from the National Police College, to provide an overview of the Belgian system of police governance and discuss challenges and opportunities that the potential transition towards a federal government system holds in terms of policing and internal and external accountability of the police.</p> <p>Organization of a seminar on SSG/R, in partnership with the PPSC and the Brussels Police, as part of a new graduate programme on public safety for civil servants offered by the PPSC, to support police reform in the Philippines, and to increase the knowledge of participants of police governance and accountability in the Philippines and in other contexts, as well as of policing in a federal state.</p> <p>Organization of a panel on “Security Sector Governance and Reform and the Prevention of Violent Extremism” at the Conference on Peace and the Prevention of Violent Extremism in Southeast Asia, to develop a series of recommendations on good SSG and P/CVE for both the Government of the Philippines and the ASEAN Secretariat.</p>
<p>Capacity-building Workshops on Human Security, Development and the Role of</p>	<p>Organization of a seminar on parliaments and SSG, in collaboration with the National Broadcasting and Telecommunications Commission (NBTC) of Thailand, to discuss the oversight function of parliament, share experiences of parliamentary oversight from across Southeast Asia, and identify key parameters to ensure good governance of the security sector in Thailand.</p>

<p>the Media in Thailand</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • NBTC 	<p>Organization of a seminar on human security, development, peace processes and the role of the media, in collaboration with the NBTC, for 80 community radio broadcasters from across Thailand, to sensitize participants to the role that good SSG plays in realizing human security and responsible journalism, and to the specific role of community radio stations to monitor the security sector.</p>
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Table III.6: Latin America and the Caribbean – Key activities by project/programme in 2017

Project/programme	Activities
<p>Strengthening Private Security Regulation in Latin America and the Caribbean</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Public authorities, national private security regulatory bodies, private security industry associations and companies and CSOs in Costa Rica, Colombia, El Salvador, Guatemala, Guyana, Jamaica and Peru • UNLIREC • ICRC 	<p>Development of analytical documents on private security regulation in Costa Rica and Guyana, and their dissemination to national authorities responsible for private security regulation and oversight in the two countries.</p> <p>Organization of three national workshops in Costa Rica, El Salvador and Guatemala, and one regional workshop in Peru, to review with key private security stakeholders draft guidelines on the use of force by PSCs developed by DCAF and the ICRC.</p> <p>Development of a training package for private security stakeholders in Latin America and the Caribbean.</p> <p>Organization of two executive seminars on good practices and international standards in the private security sector in Guatemala, and one executive seminar in Jamaica, to provide national authorities and private security regulatory bodies with practical recommendations on how to strengthen the national regulation of PSCs based on international norms and good practices.</p> <p>Organization of a series of working sessions with the national private security regulatory body of Costa Rica to review new elements included in the revised private security law, following previous advisory support by DCAF.</p>
<p>Improving Implementation of the Voluntary Principles on Business and Human Rights in Peru</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Socios Perú • Local VPs Working Group for the Macro Región Sur 	<p>Finalization of a regional study report on security and human rights in the Macro Región Sur of Peru to provide an overview of security and human rights challenges arising from mining operations in the region.</p> <p>Support to the establishment of a local VPs Regional Working Group, to create a trusted space for dialogue between extractive companies, government and civil society to facilitate the implementation of the VPs in the Macro Región Sur of Peru.</p> <p>Delivery of a presentation on the VPs, the UN Guiding Principles on Business and Human Rights and the DCAF-ICRC Toolkit on Addressing Security and Human Rights Challenges in Complex Environments, as well as the promotion of the newly formed VPs Regional Working Group for the Macro Región Sur, at a workshop organized by the local partner Socios Perú, in collaboration with the Cusco-based VPs Regional Working Group, on the role of the VPs as a conflict prevention mechanism.</p>
<p>Promoting Spaces for Dialogue among Women on Security Priorities in Colombia</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Corporación de Investigación y Acción Social y Económica • Unit for the Construction of Peace of the National Police of Colombia 	<p>Organization of two workshops, with the local non-governmental partner organization Corporación de Investigación y Acción Social y Económica and the Unit for the Construction of Peace of the National Police of Colombia (Unidad Policial para la Edificación de la Paz), to develop a project proposal for the Ministry of Foreign Affairs of Norway, which was approved and has been launched, to promote spaces for dialogue among women on security priorities in Colombia in order to strengthen the integration of women's perspectives in the delivery of law enforcement services and make the peace process in Colombia more inclusive.</p>

Table III.7: Bilateral Donors – Key activities by project/programme in 2017

Project/programme	Activities
<p>DCAF-ISSAT Bilateral Donor Support Programme</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Federal Foreign Office of Germany • Ministries of Foreign Affairs and Justice and Public Security of Norway and the Norwegian Agency for Development Cooperation • National Police Board, Prosecution Authority, National Courts Administration, and Prison and Probation Services of Sweden • German Armed Forces Command and Staff College and German Federal Armed Forces • Bangladesh Institute for Peace Operations Support Training • SDC 	<p>Publication of two mapping studies on international assistance to SSR in Mali and Nigeria, to assist the Federal Foreign Office of Germany in enhancing the coordination and complementarity of German support to SSR in the two countries, and presentation of the mapping reports to international donors present in Mali and Nigeria.</p> <hr/> <p>Development of a baseline study of the juvenile justice system in Albania, to reinforce the M&E efforts of Swedish support to law enforcement agencies and the judiciary system in the field of juvenile justice in Albania.</p> <hr/> <p>Development of a mapping study of donor support to the justice sector in Nepal, and development of a preliminary needs assessment and recommendations, to ensure greater coordination and prevent duplication of efforts in Norwegian assistance to strengthening rule of law and human rights in the country.</p> <hr/> <p>Support to the Norwegian Ministry of Justice in the development of a transition strategy for NORLAM, to ensure sustainability of programme activities, foster national ownership and provide strategic guidance in finalizing the implementation of NORLAM.</p> <hr/> <p>Organization of a study visit to Geneva, in cooperation with the German Armed Forces Command and Staff College (Führungsakademie der Bundeswehr), for high-ranking officials of the German Federal Armed Forces who are to be deployed in international missions across the globe.</p> <hr/> <p>Delivery of seven sensitization trainings on SSR to policy-makers and practitioners from a wide range of donor countries, to enhance their capacity to support comprehensive reforms in line with the key principles of SSR.</p> <hr/> <p>Delivery of four advanced trainings on SSR to government officials of the United Kingdom, France, the Netherlands, Germany, Canada, the United States, Ireland and Austria, as well as representatives of donor countries participating in the Police Masterclass, to strengthen their role within multilateral missions or bilateral support programmes.</p> <hr/> <p>Delivery of an introductory training on SSR for personnel of the armed forces of Bangladesh, Nepal and Sri Lanka at the Bangladesh Institute of Peace Operations Support Training, to enhance their knowledge, competence and confidence in understanding SSR, with the aim to improve their operational performance and conduct when deployed in UN Peace Support Operations.</p> <hr/> <p>Delivery of training on operational-level planning and leadership in the framework of the Joint Intermediate Staff Course for the German Armed Forces Command and Staff College to armed forces personnel from Austria, France, Italy and the United Kingdom responsible for the operational planning of military exercises and scenarios.</p> <hr/> <p>Provision of backstopping support in the fields of security and justice reform as well as policy dialogue to the SDC regional office in Honduras, to reinforce the implementation of its Integrated Security Sector Reform and Violence Prevention Programme in the country.</p>
<p>DCAF-ISSAT Francophone Bilateral Donor Support Programme</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Ministry of Foreign Affairs and International Development of France 	<p>Delivery of an advanced training on SSR to personnel of the Ministry of Foreign Affairs and International Development of France, to further develop the knowledge and understanding of participants of the concepts and characteristics of SSR and the operationalization of key principles of SSR.</p>
<p>Law and Missions</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Armed Forces Staff International Relations Defence of the Federal Department of Defence, Civil Protection and Sport of Switzerland 	<p>Development of a needs assessment on international support to peace operations that maps legal, juridical and practical challenges to peace operations.</p> <hr/> <p>Organization of a workshop with practitioners and experts from different peace operations disciplines and organizations involved in peace operations, to finalize the needs assessment on international support to peace operations and gather feedback on findings.</p> <hr/> <p>Development of a status report on international support to peace operations, based on the findings of the needs assessment and comments from the workshop that DCAF conducted, including a set of recommendations to improve legal aspects of peace operations.</p>

Table III.8: Multilateral Organizations – Key activities by project/programme in 2017

UN

Project/programme	Activities
<p>Mapping the Approaches of Multilateral Organizations to SSR</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UN • EU • AU • OSCE 	<p>Finalization of a first-draft mapping study on the approaches of multilateral organizations to SSR, based on desk research and interviews with staff of the AU, EU, OSCE and the UN, to increase the knowledge of multilateral organizations on how to enhance the coherence and effectiveness of their support to SSR.</p>
<p>Review of the Support of UN Peacekeeping Operations to Defence Sector Reform</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • DPKO 	<p>Development of a database on UN engagement in defence sector reform covering the period 2006–2016, based on a desk review of 150 UNSCRs and 362 UN Secretary-General reports on peacekeeping operations and political missions, as well as interviews with practitioners and experts.</p> <p>A first draft of the review report on UN peacekeeping operations and special political missions support to defence sector reform from 2006–2016 was developed and shared with the SSR Unit within DPKO, to gather feedback.</p>
<p>Literature Review on the Integration of Ex-Combatants into the Security Sector</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • DPKO (SSR Unit and DDR Section) 	<p>Literature review and expert interviews on the integration of ex-combatants into the security sector to compile lessons from past integration processes undertaken with the support of the UN, and presentation of preliminary findings of the literature review at a roundtable discussion with representatives of the UN Inter-Agency SSR Task Force.</p>
<p>Support to the UN Group of Friends of SSR</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Slovakia • South Africa 	<p>Support to Slovakia in organizing a high-level, two-day conference on SSR in Bratislava, where participants identified input to relevant discussions of the 72nd session of the General Assembly.</p> <p>Development of discussion papers outlining the contribution of SSR to key elements of the sustaining peace agenda, and support to the conceptualization of a high-level roundtable on SSR on the side-lines of the High-Level Event to be hosted by the President of the General Assembly on Peacebuilding and Sustaining Peace.</p>
<p>Support to Evaluations under the UNDP Global Programme on the Rule of Law and Human Rights for Sustaining Peace and Fostering Development</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UNDP 	<p>Development of an evaluation of the 2015–2017 phase of the UNDP Community Security and Access to Justice Project in Jordan, to track progress of the project, develop operationally relevant recommendations to guide future implementation and identify innovative and successful practices that may be replicated in other country contexts.</p> <p>Drafting of a strategic monitoring guide for setting up appropriate monitoring frameworks that are consistent across the interventions under the Global Programme on the Rule of Law and Human Rights for Sustaining Peace and Fostering Development.</p>
<p>Development of an E-Learning Module for the UN Justice and Corrections Service</p>	<p>Development of an e-learning module for the UN Justice and Corrections Service, to increase the quality of training on criminal justice and prison reform offered to staff who are being deployed in field missions.</p>

<p>Partners/mandators:</p> <ul style="list-style-type: none"> • UN Justice and Corrections Service 	
<p>Development of a Study on Legal Aid to Inform Justice Sector Reform in the Framework of the UN Stabilization Mission in Haiti</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UN Stabilization Mission in Haiti • JSSP 	<p>Development of a study on legal aid for the UN Stabilization Mission in Haiti and its international partners in the rule of law sector, in particular the Justice Sector Strengthening Programme (JSSP) of the United States Agency for International Development, to identify good practices and lessons learned in international support to the expansion of the Bureaux d'Assistance Légale in Haiti and to provide strategic recommendations for the UN, the JSSP and national partners on how to improve and sustain the work of the Bureaux d'Assistance Légale and replicate its model in other peacekeeping missions and post-conflict contexts.</p>
<p>Support to the UN Mission in Liberia</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UNMIL • UNDP 	<p>Development of a needs assessment of the capacity of the Legislature of Liberia to oversee the security sector, and development of an options paper for external support to strengthen parliamentary oversight of the security sector in Liberia for UNMIL and UNDP, to inform future programming with the parliament.</p> <p>Development of a review report for UNMIL, to extract lessons on what works and does not work in SSR from past and ongoing assistance to the court system, corrections and police in Liberia, with the aim to inform future UN support to strengthening the rule of law in the country as well as the current review of the UN peacebuilding architecture and operationalization of the sustaining peace agenda.</p> <p>Support to facilitating engagement by UNMIL with the Ministry of Justice of Liberia on the strengthening of private security regulation and legislation.</p>
<p>Support to the UN Principal Advisor to the President of Burkina Faso</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UN SSR Unit in Burkina Faso 	<p>Support to the UN Principal Advisor to the President of Burkina Faso in organizing the National Security Forum, which marked the launch of the national SSR process in Burkina Faso, to explore principles of a coherent vision for the country's security and to identify recommendations and priorities for the development of a new national security policy.</p> <p>Analysis of challenges and opportunities in developing and implementing the objectives of a new national security policy and implementation plan.</p>
<p>Assisting the UN Technical Advisor for SSR in The Gambia to Conduct a Needs Assessment</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UN Technical Advisor for SSR • EU • ECOWAS • SDC 	<p>Deployment of a senior advisor to the Gambia to provide backstopping support to the UN Technical Advisor for SSR and assist in the production of an in-depth needs assessment of the security sector, to enhance the coordination, coherence and complementarity of international assistance to the SSR process in The Gambia.</p>
<p>Support to UNDP Afghanistan on a Gender Self-Assessment of the Ministry of Interior Affairs of Afghanistan</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UNDP 	<p>Orientation of the UNDP country team in Afghanistan and the task force responsible for conducting the gender-self assessment of the Ministry of Interior Affairs of Afghanistan on the DCAF Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector, and provision of advisory support to the task force in the development of data collection methodology and questionnaires to assess the gender responsiveness of the ministry and the Afghan National Police.</p>

- Ministry of Interior Affairs of Afghanistan

EU

Project/programme	Activities
<p>Support to Conducting SSR Needs Assessments in the Sahel Region</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • EU Emergency Trust Fund for Africa • Civipol • Jeune Chambre Internationale de Genève • Belgium Development Agency • Clingendael • Stockholm International Peace Research Institute 	<p>Development of an SSR needs assessment in Niger, as part of a series of needs assessments in the Sahel region, to enhance the effectiveness and coherence of projects and programmes supporting stability, security and rule of law, financed by the EU Emergency Trust Fund for Africa.</p>
<p>European Security and Defence College Training</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Austrian Ministry of Defence and Sport • Austrian Study Centre for Peace and Conflict Resolution • ESDC 	<p>Delivery of introductory trainings on SSR to policy-makers and practitioners from various EU Member States at the ESDC, including a training on SSR in the framework of the SSR training course offered by the ESDC, in cooperation with the Austrian Ministry of Defence and Sport and the Austrian Study Centre for Peace and Conflict Resolution, to increase the understanding of participants of the realities on the ground, the SSR programme management cycle and the implementation of SSR support programmes.</p>
<p>Support to the EU Police Services Training II</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • EU Police Services Training II consortium • US Institute for Peace • United Kingdom Stabilization Unit 	<p>Facilitation of the International Policing Missions Security and Justice Course, in cooperation with the US Institute for Peace, the United Kingdom Stabilization Unit and the EU Police Services Training II, to enhance the operational capacity of police personnel to participate in international crisis management operations of the EU, UN, AU and other multilateral organizations.</p>

OSCE

Project/programme	Activities
<p>Support to Developing a Coherent and Effective OSCE Approach to SSG/R</p> <p>Partners/mandators:</p>	<p>Support to reviewing the implementation of the OSCE SSG/R guidelines, which were developed with DCAF assistance, including through the administration of a survey to OSCE SSG/R focal points and analysis of the survey results.</p> <p>Support to the organization of a workshop for OSCE SSG/R focal points, to facilitate discussion on avenues for strengthening the implementation of the OSCE Guidelines on SSG/R.</p> <p>Support to the development of an OSCE Senior Managers Briefing Note on SSG/R, to reinforce</p>

<ul style="list-style-type: none"> • OSCE SSG/R Focal Points • OSCE Group of Friends of SSG/R 	<p>the implementation of the OSCE Guidelines on SSG/R.</p> <p>Development of a conference background paper on “Strengthening national SSG/R processes through holistic and inclusive approaches” for the OSCE High-Level Conference on Security Sector Governance and Reform, organized by the Austrian OSCE Chairmanship and the OSCE Conflict Prevention Centre.</p>
<p>OSCE Focus 2017: Empowering the OSCE in Challenging Times</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • OSCE Chairmanship • Ministries of Foreign Affairs of Austria, Italy and Switzerland • Center for Security Studies 	<p>Organization of the 2017 OSCE focus conference, in cooperation with the Ministries of Foreign Affairs of Austria, Italy and Switzerland, and the Center for Security Studies at ETH Zürich, bringing together representatives of participating states, the EU, NATO and UN, as well as members of think tanks from the OSCE region, to discuss the role of the OSCE in a rapidly changing geopolitical and security environment and to address the organization’s institutional challenges.</p>
<p>Development of the Mapping Study, “Strengthening the OSCE’s Role in Central Asia: Combatting Violent Extremism by Applying Human Security Measures”</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • OSCE Chairmanship • Special Representative on Radicalisation and the Fight Against Violent Extremism of the OSCE Chairperson-in-Office Task Force at the Federal Ministry of Foreign Affairs of the Republic of Austria 	<p>Development of a mapping study analysing relevant legal frameworks, policies and plans on countering violent extremism (CVE) in Central Asian states as well as CVE programming undertaken by international actors and non-governmental organizations, and development of recommendations to strengthen the OSCE’s approach to CVE in Central Asia as well as country-specific recommendations for each Central Asian State to better align CVE and counter-terrorism measures with principles and standards of human rights, gender equality and non-discrimination.</p>

NATO

Project/programme	Activities
<p>NATO Parliamentary Assembly Cooperation</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • NATO PA • Secretariat General of Security Policy of the Federal Department of Defence, Civil Protection and Sport of Switzerland 	<p>Organization of a session on “Ukraine, NATO and Building Integrity” at the 95th Rose-Roth seminar on securing and stabilizing Ukraine and the Black Sea Region, to discuss persistent challenges to integrity building and the fight against corruption in Ukraine.</p> <p>Participation in the meeting of the Sub-Committee on Transatlantic Defence and Security Cooperation of the NATO PA Mediterranean and Middle East Special Group, which included discussions on the terrorist threat to Europe and the Western Balkans and the prevention of radicalization and violent extremism.</p> <p>Development of the <i>Study on Handling Classified Information – A Mapping of Parliamentary Practice from NATO PA Member States</i>.</p>
<p>Management of the Security Sector Reform Working Group of the Partnership for Peace Consortium of Defence Academies and Security Policy Institutes (PfPC)</p>	<p>Development of two research papers on military justice reform (“Military Justice in Ukraine: A Guidance Note” and “Understanding Military Justice: A Practice Note”), to increase the knowledge of government officials, scholars, policy analysts and civil society representatives in NATO partner states and non-aligned states on practical aspects of military justice.</p> <p>Organization of four workshops on military justice reform, intelligence reform, integrity in international missions and defence institution building in the framework of the Working Group on</p>

<p>Partners/mandators:</p> <ul style="list-style-type: none"> • PfPC • Secretariat General of Security Policy of the Federal Department of Defence, Civil Protection and Sport of Switzerland 	<p>SSR within PfPC, to exchange lessons learned and best practices related to these issues and to formulate recommendations to improve relevant reform programmes.</p>
<p>NATO Building Integrity (BI): BI Compendium II and Website</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • NATO • Secretariat General of Security Policy of the Federal Department of Defence, Civil Protection and Sport of Switzerland 	<p>Development of introductory notes on BI that define core BI concepts and compile best practices and resources on integrity building in the security and defence sectors in a concise and user-friendly format.</p> <p>Creation and launch of the Security Sector Integrity Website, which provides easy access to information, practical tools and resources relevant to BI and the fight against corruption in the defence and security sectors, to enhance knowledge of BI and anti-corruption best practices among scholars and practitioners.</p> <p>Contribution to the NATO BI conference on “Projecting Stability through Good Governance and Defence Institution Building,” to discuss further development of the reference curriculum on defence institution building and present the new Security Sector Integrity Website.</p> <p>Delivery of a presentation on the role of parliament in overseeing and guiding integrity building and anti-corruption efforts in the defence and security sectors at the third International Anti-Corruption Week at the Chernyakhovsky National Defence University in Ukraine.</p>
<p>External Facilitation of the NATO Civil Society Advisory Panel on Women, Peace and Security</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • NATO Secretary General’s Special Representative for Women, Peace and Security • Federal Department of Foreign Affairs of Switzerland 	<p>Preparation and facilitation of the second annual meeting of the CSAP, to discuss NATO’s achievements and challenges in implementing its Policy and Action Plan on UNSCR 1325 on Women, Peace and Security and contribute civil society input to its upcoming revision.</p> <p>Support to strengthening and adapting governance and working mechanisms of the CSAP, and establishment of communication mechanisms to facilitate ongoing information sharing and complement the existing workspace platform.</p> <p>Support to the CSAP Chair and the Steering Committee in drafting the report on the second annual meeting of the CSAP, to be transmitted to the NATO Special Representative for Women, Peace and Security as well as national delegations.</p>

AU

Project/programme	Activities
<p>Reinforcing the Capacity of the AU Commission to Provide Technical Assistance to the National SSR Process in Madagascar</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Special Representative of the AU Commission Chairperson for Madagascar • AULO in Madagascar • Defense and Security Division of the AU 	<p>Deployment of an advisor to the Special Representative of the AU Commission Chairperson for Madagascar and the AU Liaison Office (AULO) in Madagascar, to undertake an assessment of the SSR process in Madagascar and provide recommendations to improve coordination among national authorities and agencies as well as international partners.</p> <p>Development of a brief on “Cattle Rustling and Insecurity in Africa: A Comparative Perspective,” which provides an overview of cattle rustling as a driver for violent conflict, reviews the measures that different African countries have adopted to address security challenges arising from cattle rustling and provides recommendations to respond to the problem, with a particular focus on Madagascar.</p> <p>Support to the efforts of the AU SSR unit, the AULO and the AU Ambassador to Madagascar to assist the Government of Madagascar in developing a national SSR plan.</p>
<p>Support to Developing the</p>	<p>Provision of backstopping support to the AU facilitation team responsible for the delivery of the</p>

<p>Capacity of AU Staff on SSR</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • AU facilitation team of the Training and Sensitization Workshop on SSR • Intergovernmental Authority on Development • Officials of the AU Commission 	<p>Training and Sensitization Workshop on the AU SSR policy framework, and support to national SSR processes for member states of the Intergovernmental Authority on Development.</p> <p>Delivery of an advanced training on SSR for five officials of the AU supporting national SSR processes in Burundi and Ethiopia, as well as uniformed and civilian personnel of Dutch and EU public institutions and international missions, to enhance their capacity to assist police, justice and defence reforms.</p>
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OIF

Project/programme	Activities
<p>Review of SSR Good Practices in Francophone Countries</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • OIF 	<p>Development of a review of SSR programmes, projects, policies and strategies in post-conflict Francophone countries and their positive effects on human security, to identify good practices for SSR across post-conflict contexts in Francophone countries.</p>

IDB

Project/programme	Activities
<p>Support to Citizen Security Programming of the IDB</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • IDB Citizen Security Initiative • SDC 	<p>Finalization of a comprehensive and practical set of risk mitigation guidelines for the IDB that are aligned with the organization's citizen security programme structures and processes, to strengthen risk assessment and management in the context of assistance to law enforcement, criminal justice and corrections services.</p>

Table III.9: Other Multilateral Platforms – Key activities by project/programme in 2017

Project/programme	Activities
<p>Support to the Development of ICoCA</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • ICoCA Secretariat • United Kingdom Foreign & Commonwealth Office • Federal Department of Foreign Affairs of Switzerland 	<p>Development of guidance material on the development and implementation of effective internal grievance mechanisms for member companies of the ICoCA, which was submitted to the ICoCA Board for adoption.</p> <p>Support to the ICoCA Board to assess the compliance of policies and procedures of nine member companies with the standards and principles of the ICoCA in the framework of the ICoCA certification process.</p> <p>Support to the ICoCA Secretariat to launch the complaints-handling function of the ICoCA, to receive and process complaints of human rights abuses and misconduct against member companies that are submitted to the association.</p> <p>Support to the ICoCA Secretariat to develop a company self-assessment reporting system, based on an online monitoring platform, to receive and review information about the compliance of member companies with the ICoCA.</p> <p>Support to the ICoCA Secretariat to conduct two field-based reviews, to road-test and operationalize ICoCA procedures for reporting, monitoring and assessing the performance of member companies and their compliance with the ICoC.</p> <p>Support to the ICoCA Secretariat to hold the third annual general assembly of the ICoCA in order</p>

	to inform representatives of private security providers, civil society and government about progress on the certification, monitoring and complaints functions of the association.
Support to the Outreach and Implementation of the Montreux Document	Publication of a mapping study on the implementation and outreach of the Montreux Document, to assess progress, gaps and regulatory challenges in implementing the Montreux Document at the national level and to provide a basis for discussion on future implementation.
Partners/mandators:	Presentation of an overview of international norms and good practices in private security regulation during the inaugural summit of the law enforcement-private security partnership in Guyana, which was organized by the Guyana Association of Private Security Organizations.
<ul style="list-style-type: none"> • ICRC • Federal Department of Foreign Affairs of Switzerland • MDF 	Provision of legal advice to the Government of Peru and the Ministry of Public Security of Guyana to revise national private security legislation.
	Organization of a series of meetings with private security stakeholders in Colombia to present international norms and good practices on private security governance, and organization of an information session on the Montreux Document for representatives of the Government of Colombia to discuss advisory support in legislative reform processes.
	Organization of a national roundtable on the Montreux Document in Peru, in cooperation with the ICRC and the Swiss Federal Department of Foreign Affairs, to raise awareness of the international standards and good practices embedded in the Document, and to discuss the relevance of the Document in the Peruvian context and potential participation by Peru in the initiative.
	Support to the Swiss Federal Department of Foreign Affairs and the ICRC to organize the third plenary meeting of the MDF, which was attended by over 100 representatives of states and international organizations participating in the document, as well as CSOs.
Promoting Ombuds Institutions for the Armed Forces	Organization of the 9th ICOAF on the role of ombuds institutions in addressing ethical deficits in the armed forces, promoting diversity and encouraging armed forces personnel to file complaints, in cooperation with the Service Complaints Ombudsman for the Armed Forces in the United Kingdom, which was attended by over 90 delegates from 40 different countries.
Partners/mandators:	Provision of policy advice to parliamentarians and the National Human Rights Commission of South Korea to strengthen external oversight of the armed forces.
<ul style="list-style-type: none"> • Ombuds institutions with a legal mandate to oversee the security sector from across the world • Service Complaints Ombudsman for the Armed Forces of the United Kingdom • NHRCK • ODIHR 	Organization of a training workshop for 21 mid-level staff of ombuds institutions from the OSCE region, in partnership with ODIHR and the Polish Ombudsman, to enhance their capacity to conduct investigations and reach out to armed forces.

Table III.10: Security Governance – Key activities by project/programme in 2017

Project/programme	Activities
The Security Sector and Global Health Crises	Publication of “The Security Sector’s Role in Responding to Health Crises: Lessons from the 2014–2015 Ebola Epidemic and Recommendations from the Mano River Union and Its Member States,” which summarizes the main discussions and recommendations of a workshop that DCAF held in 2016, in cooperation with the Mano River Union Secretariat and the local non-governmental organization JS & Associates Centre for Governance and Security Policy, to enhance the preparedness of the health and security sectors to respond to future health epidemics.
Partners/mandators:	Organization of a workshop on “The Security Sector and Global Health Crises: Preparing for Health Crises Prevention and Response,” in cooperation with the Global Health Centre at the Graduate Institute of Geneva, to explore opportunities to increase cooperation between the health and security sectors in the detection, prevention and management of global health crises.
<ul style="list-style-type: none"> • Mano River Union Secretariat • JS & Associates Centre for Governance and Security Policy • Global Health Centre at the Graduate Institute of Geneva 	Commission of two expert contributions and three background papers on recommendations for the development of training modules for health and security agencies and the design of multi-agent and cross-sectoral simulation exercises of health epidemic outbreaks, and a mapping of

	<p>early analysis and warning systems with regard to their coverage of health crises.</p> <p>Development of the book, <i>Ebola and the Security Sector: Opportunities and Limits of Security Sector Engagement in Global Health Crises</i>, based on 17 case studies on the experience of affected West African states, African regional organizations, international donors providing external assistance, and local security agencies in the management of the 2014–2015 Ebola epidemic in the Mano River Basin.</p> <p>Organization of a workshop on “The Security Sector and Global Health Crises: Opportunities for Constructive Collaboration,” in cooperation with the Global Health Centre at the Graduate Institute of Geneva, to examine the development of recommendations for training modules for health and security agencies, formulate recommendations for the design of multi-agent and cross-sectoral simulation exercises of health epidemic outbreaks and examine early analysis and early warning systems for their coverage of health crises, and organization of a public event in the framework of the Geneva Peace Week to present the project, its knowledge products and progress made to date.</p>
Knowledge Services	<p>Publication of two SSR Backgrounders on intelligence services and intelligence oversight, in English and French.</p> <p>Conceptual development of SSR Backgrounders on private security governance, police reform, defence reform, civil society and the media.</p> <p>Development of the revised SSR Backgrounder mobile phone application, which provides more user-friendly and offline access to DCAF publications to enhance knowledge of practitioners and policy-makers of the fundamentals of SSG/R.</p> <p>Drafting of a new SSR paper on community policing, which provides valuable insights into the necessary preconditions for implementing community policing and highlights country-specific approaches to adapting and interpreting imported governance concepts.</p> <p>Development and dissemination of 20 think pieces on the relationship between SSG/R and the UN Sustaining Peace Agenda, the role of SSR and multilateral organizations in the prevention of violent conflict and sustaining peace, SSR and peacebuilding, linkages between SSG/R and the radicalization to violent extremism and terrorism as well as cyber security, and the role of parliament, civil society and other independent oversight bodies in SSG.</p> <p>Development of a briefing note on public financial management, an SSR assessment methodology tailored to the Sahel countries (socle de référence) and guidance for lessons identification missions.</p>
SSR and Peace Processes	<p>Comprehensive literature review, development of a preliminary case catalogue and identification of potential interview partners for a study on the integration of transitional security arrangements in peace processes, to develop thematic policy briefs and practical training modules to enhance coordination and cooperation between mediators and SSR practitioners.</p>
Partners/mandators: <ul style="list-style-type: none"> • Center for Security Studies at the Eidgenössisch Technische Hochschule (ETH) Zürich • Centre for Humanitarian Dialogue 	
Towards Evidence-Based Programming: Identifying Patterns of Change in SSR-related Evaluations	<p>Reconstruction of the theories of change that underlie international support for SSR, based on a desk review of a sample of 32 evaluations of projects and programmes with different thematic priorities undertaken by various bilateral and multilateral donor agencies in different geographical regions.</p> <p>Comparative analysis of reconstructed theories of change, to identify the most common types of theories of change built into SSR projects and programmes and to provide insights into the plausibility of common assumptions underlying SSR programming in different contexts.</p>
Partners/mandators: <ul style="list-style-type: none"> • FBA 	
Development of Case Studies on Ombuds Institutions for the Armed Forces in the OSCE Region	<p>Publication of the report, <i>Ombuds Institutions for the Armed Forces: Selected Case Studies</i>, which examines the functioning and capacity needs of a sample of ombuds institutions for armed forces in the OSCE region, from a good governance perspective.</p>
Linkages between SSG/R and	<p>Development of a research paper on the nexus between SSG/R and the prevention of violent</p>

<p>the Prevention of Violent Conflict</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UN • World Bank 	<p>conflict that sets out examples and lessons on the contribution of SSG/R to sustaining peace, which contributed to the joint UN-World Bank study, <i>Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict</i>.</p> <hr/> <p>Development of a paper exploring the extent to which DCAF support for SSR has contributed to the prevention of the outbreak or recurrence of violent conflict based on a preliminary analysis of evidence on results collected during the second phase of piloting DCAF's corporate RBM system in 2016.</p>
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Table III.11: Gender and Security – Key activities by project/programme in 2017

Project/programme	Activities
<p>Development of the Handbook, <i>Gender Bias and the Law: Legal Frameworks and Practice from Bosnia and Herzegovina and Beyond</i></p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • AI 	<p>Publication of the handbook, <i>Gender Bias and the Law: Legal Frameworks and Practice from Bosnia and Herzegovina and Beyond</i>, to enhance the focus on gender bias in law school curricula at universities across Bosnia and Herzegovina, expand the understanding of law students of how gender bias manifests in the application of law in the Bosnian context and encourage greater academic interest in the subject.</p>
<p>Development of the <i>Prosecutors' Domestic Violence Handbook for Bosnia and Herzegovina</i></p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • AI • OPDAT 	<p>Publication of the <i>Prosecutors' Domestic Violence Handbook for Bosnia and Herzegovina</i>, as a complementary resource to the judicial benchbook on domestic violence case evaluation and sentencing and its addendum, the practice guide on domestic violence, to improve prosecutorial response to domestic violence in Bosnia and Herzegovina, in line with recommendations and good practices contained in the judicial benchbook and the practice guide.</p>

Table III.12: Business and Security – Key activities by project/programme in 2017

Project/programme	Activities
<p>Addressing Security and Human Rights Challenges in Complex Environments</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • ICRC • IPIECA • Cyrus R. Vance Centre for International Justice • UN Global Compact Network Switzerland • Human Rights Division within the Federal Department of Foreign Affairs of Switzerland • Queen's University in Ontario, Canada 	<p>Publication of a Host Country Security Assessment Guide and a Host Government Engagement Strategy Tool, which were developed in cooperation with the ICRC and IPIECA, to assist extractive companies in identifying the different security and human rights challenges that are likely to affect their operations and to support company representatives in the establishment of a strategy for engagement and communication with security sector representatives.</p> <hr/> <p>Presentation at the VPs Annual Plenary Meeting of the joint DCAF-ICRC project on Addressing Security and Human Rights Challenges in Complex Environments, including progress made to date and practical guidance products and tools developed in the framework of the project.</p> <hr/> <p>Development of a training curriculum on security and human rights challenges in complex environments for company officials, in cooperation with the ICRC.</p> <hr/> <p>Development of case studies on the engagement of extractive industries in sub-Saharan Africa, in partnership with the Cyrus R. Vance Centre for International Justice, to increase knowledge on good practices that ensure respect for human rights in the management of security around extractive operations.</p> <hr/> <p>Organization of a workshop on business, security and human rights for company representatives of various sectors, in cooperation with the Global Compact Network Switzerland and the Human Rights Division within the Federal Department of Foreign Affairs of Switzerland, to promote norms and good practices in the area of human rights and management of corporate security, to support the implementation of the VPs.</p>

	<p>Presentation of the joint DCAF-ICRC project on Addressing Security and Human Rights Challenges in Complex Environments and the practical guidance products and tools developed in the framework of the project at the Prospectors and Developer Association of Canada's International Convention, Trade Show and Investors Exchange.</p> <p>Organization of a session on addressing security and human rights challenges in complex environments at a VPs workshop in the Democratic Republic of the Congo, to promote security and human rights good practices among representatives of regional governments, extractive companies and CSOs and launch the French language version of the DCAF-ICRC Toolkit on Addressing Security and Human Rights Challenges in Complex Environments.</p> <p>Cooperation with Queen's University in Canada to establish a network of experts, connecting academic researchers and industry representatives to discuss security challenges in and around mining sites, as well as to develop best practices to address these challenges in line with international human rights standards and course material for a professional masters course on Communication and Partnership as part of the Masters of Earth and Energy Resources Leadership programme offered at Queen's University.</p>
<p>Promoting Strategic Communications and Social Media Aspects in Preventing and Countering Violent Extremism within the GCTF</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • ISD • GCTF • Switzerland • United Kingdom 	<p>Organization of an expert meeting on strategic communications and social media aspects in P/CVE, in cooperation with the Institute for Strategic Dialogue (ISD), to launch an initiative to review and assess existing governmental good practices and lessons learned in P/CVE online through social media in the context of the Countering Violent Extremism Working Group of the GCTF.</p> <p>Organization of a series of consultation meetings with GCTF member states, international and regional organizations, major social media platforms and content providers and CSOs, in cooperation with the ISD, to discuss ways to reduce the appeal of violent extremist content online and identify innovative approaches, good practices and lessons learned from the public and private sectors to develop a set of draft recommendations to be adopted by GCTF member states.</p>
<p>Development of Guidelines on the Use of Force by Private Security Companies</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • UNLIREC 	<p>Drafting of guidelines on the use of force by PSCs, to clarify international rules applicable to the use of lethal and non-lethal force by PSC personnel.</p>
<p>Development of a “Contract Guidance Tool for Private Military and Security Services: Promoting Accountability and Respect for Human Rights and International Humanitarian Law”</p> <p>Partners/mandators:</p> <ul style="list-style-type: none"> • Federal Department of Foreign Affairs of Switzerland • ICRC • European Interagency Security Forum 	<p>Development and publication of a guidance tool for contracting PMSCs, to support states, international organizations, humanitarian organizations and non-governmental organizations in the contracting process with PMSCs, drawing on leading international norms and standards to reflect the principles of responsible procurement and contracting.</p>

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