

# Strengthening Security Sector Governance in Moldova (2023-2025)

Newsletter No 2 July – December 2023

Since its launch in January 2023, DCAF's three-year project '**Strengthening Security Sector Governance in Moldova**' (2023-2025) has continued its engagement with the Moldovan security sector and its oversight institutions, to promote good security sector governance in Moldova.

Supported by **Sweden** (the Swedish International Development Cooperation Agency – Sida), the project collaborates among others with the Moldovan Parliament and standing parliamentary committees, the Supreme Security Council and its secretariat, the Ministry of Internal Affairs, the General Police Inspectorate, the Police Academy Stefan cel Mare, and civil society organisations with expertise on defence and security, governance, and human rights.

The project is built around three outcomes, aiming to enhance professionalism and performance in the public sector, foster partnerships between legislative and executive institutions, civil society, and citizens, promote trust, and increase democratic resilience.

## What does this project seek to achieve?

**Outcome 1:** National legislative and executive actors identify feasible reform solutions, adopt laws, and take policy decisions in line with EU guiding norms and good practices.

**Outcome 2:** The Ministry of Internal Affairs (MIA) and General Police Inspectorate (GPI) utilise their enhanced strategic and operational capacities to effectively implement locally owned modernisation processes and build integrity in line with EU practices and norms.

**Outcome 3:** The public is better informed of the objectives and results of reforms that align Moldova with EU norms and good practice in the area of security and rule of law.

Between July and December 2023, the activities implemented by DCAF further laid down the foundations of the project, strengthened the relationship with the beneficiary and other implementing partners, and contributed towards the project's goals.



*Workshop on disaster risk management, civil preparedness, and resilience building, 11-12 December 2023, Chisinau.*



*Multi-stakeholders Roundtable, 11-12 October 2023, Chisinau.*

## Partner Steering Mechanism

The project is governed through steering committees (one for Outcomes 1 & 3, and one for Outcome 2) consisting of representatives of the project's main beneficiary institutions. The steering committees provide strategic guidance on the project's implementation and ensure its relevance and responsiveness to local developments and priorities.

The steering committee meetings take place twice a year and are led by project beneficiaries.

### Outcomes 1 & 3 – Steering committee meeting, 13 December 2023

The second steering committee meeting for Outcomes 1 and 3 took place on the 13 December 2023, in Chisinau. The meeting was attended by representatives of DCAF, the Parliamentary Committee for National Security, Defence and Public Order, the Supreme Security Council Secretariat, the Platform for Security and Defence Initiatives (PISA), and the Embassy of Sweden in Moldova. The participants reflected on the activities implemented within the project in 2023, against the backdrop of the newly adopted Moldovan National Security Strategy and the country's recently acquired EU candidate status. They further discussed the partnership within the project, the institutions' priorities, and planned activities for the upcoming year.

### Outcome 2 – Steering committee meeting, 5 December 2023

The second steering committee meeting for Outcome 2 occurred in December in the Ministry of Internal Affairs. The meeting was attended by representatives of DCAF and the MIA, including the State Secretary in charge of human resources, heads of directorates tasked with strategic management in the MIA's central apparatus and GPI, the deputy head of the internal control unit, and the head of the international cooperation and European integration department. The steering committee facilitated dialogue around the project's implementation of Outcome 2 activities during 2023 and priority areas of future engagement defined by DCAF's partners. The Steering Committee contributed to the development of the 2024 annual activity plan and allowed for key reflections on areas of significance that fall under the project's mandate and will guide implementation in future periods.

## Outcome I

### Enhancing National Security Governance

During the second half of 2023, DCAF continued its collaboration with Moldova's national security governance bodies, supporting increased expertise and capacity to contribute to good security sector governance through policy design, legislative development, and meaningful oversight.

#### SUPPORT TO LEGISLATIVE DEVELOPMENT

Following the approval of the new laws on the activity of the Security and Information Service (SIS), DCAF developed and proposed to the parliamentary committee for national security, defence, and public order a **Concept for improving the regulation of the sub-committee for the oversight of the intelligence activity**. Discussions for strengthening the work of the sub-committee continue in the Parliament.

Following consultations in the Parliament regarding the new SIS laws, with the active participation of DCAF, amendments were published to the **State Security Law of 1995** on 20 September 2023, **for the concretisation of the responsibilities in state security, the improvement of executive control, and for establishing the tasks for the state security bodies**. The work to improve this legislation will continue.

DCAF contributed to the review of the **new National Security Strategy**, participating in several roundtables and consultations organised by the Presidency, by the Parliament and by civil society organisations, and in consultation with the Supreme Security Council Secretariat and local experts. The new National Security Strategy was approved by the Parliament on December 15, 2023.

*Review of the National Security Strategy with the Presidency, 26 October 2023, Chisinau.*



## CAPACITY BUILDING EVENTS FOR STAFF MEMBERS AND ADVISORS OF GOVERNMENTAL INSTITUTIONS AND CIVIL SOCIETY ON CROSS-CUTTING SECURITY TOPICS

On the request of the Supreme Security Council Secretariat, DCAF organised, in partnership with the NATO-Republic of Moldova Professional Development Programme and the European Union Partnership Mission to Moldova, a **workshop on disaster risk management, civil preparedness and resilience building**. On the 11 and 12 December 2023, the workshop gathered over 50 participants and experts at the State Chancellery of Moldova, including members of standing parliamentary committees (environment and climate, economy, budget and finance, social protection and health), staff from the supreme security council secretariat, staff from relevant governmental ministries and institutions (ministry of internal affairs, general inspectorate for emergency situations, state protection and guard service, ministry of defence and armed forces, security and intelligence service, ministry of energy, ministry of health, ministry of finance, ministry of economic development and digitalisation, ministry of external affairs, ministry of agriculture and food industry, ministry of infrastructure and regional development), as well as representatives from civil society organisations, and observers from the World Bank, the Ministry of Foreign Affairs of Romania, and the Swedish embassy in Moldova.



*Workshop on disaster risk management, civil preparedness, and resilience building, 11-12 December 2023, Chisinau.*

The participants benefitted from expert contributions from DCAF, the EU Partnership Mission, the Directorate-General for European civil protection and humanitarian aid operations, the EU PPRD East 3 Programme (prevention, preparedness and response to natural and man-made disasters in eastern partnership countries), and the NATO crisis management and disaster response centre of excellence. Interventions from the General Inspectorate for Emergency Situations and the Ministry of Internal Affairs further fuelled the debates. The participants discussed Moldova's national crisis management framework, international practices in

emergency situations, refreshed their knowledge of foundational concepts of disaster risk management and early warning systems, civil preparedness and how to build resilience, and throughout all this, the importance of upholding principles of good security sector governance.



*Workshop on disaster risk management, civil preparedness, and resilience building, 11-12 December 2023, Chisinau.*

The second day of the event was practice-focused, having the participants go through a line exercise highlighting the vulnerability of different groups of people, and a table-top exercise based on a disaster simulation scenario. The discussions held were appreciated to be particularly helpful, due to the various backgrounds of the participants and the multi-stakeholder approach to crisis management.

## DISSEMINATION OF KNOWLEDGE PRODUCTS TO NATIONAL SECURITY GOVERNANCE INSTITUTIONS AND PARTNERS

Over the course of the first implementation year, the project team has identified several thematic briefs and guidelines, previously published by DCAF, of relevance to the work of members of parliament or staff members of the institutions. By December 2023, five thematic briefs have been translated into the Romanian language and distributed to relevant partners:

- The admissibility of (counter-)intelligence information as evidence in court,
- Internal control in intelligence services,
- Conceptualizing the relationship of good security sector governance to the state security system,
- Rethinking engagement between intelligence services and civil society,
- The role of parliaments in overseeing intelligence tasking.

In 2024, the translated briefs will be further disseminated across the institutions, academia, and civil society, for information and reference. The



addressed topics are especially relevant for staff members of the committee for national security, defence, and public order, and for the new sub-committee on intelligence oversight.

## OUTCOME 2

### Supporting Strategic Management Capacity in the Law Enforcement System

In the second half of 2023, DCAF focused its efforts under Outcome 2 on assisting the MIA in identifying priorities for strategic management, initiating longer term project processes for enhancing project management and integrity building, and responding to relevant requests from MIA for related support. Specific activities and processes are detailed below.

### INCREASING STRATEGIC PLANNING AND MANAGEMENT CAPACITIES IN THE MIA

To contribute to increasing the MIA's capacity for strategic planning and management, DCAF provided support in several key areas.

To support the establishment of a more robust project management system, DCAF is engaging with the MIA to **identify and develop or install a digital project management tool**. During this period, DCAF supported the MIA to identify various project management tools that might be suitable for their needs. This included a **working visit to Romania in September to discuss the Inter-regional NEXT Romania – Republic of Moldova Programme**, which can provide funding for education, research, and technological innovation, and meetings throughout Autumn 2023 to explore project management software recommended by a range of MIA's partners. DCAF expects to support the MIA to procure and receive trainings for the use of their chosen software in the next year.



*Presentation of the findings from the study evaluating the institutional integrity assurance mechanism in recruitment and promotion processes in the Ministry of Internal Affairs, 21 November 2023, Chisinau*

Between August and December, DCAF collected information to form a **functional analysis of strategic planning in the MIA**. This analysis, conducted by an international expert from Serbia in strategic planning and management, explored strategic planning structures and functions in the central apparatus of the MIA and includes recommendations for improving the strategic planning system. DCAF will present the analysis and recommendations to the MIA in January of 2024.

DCAF continued activities aimed at building integrity in the MIA by delivering a **Facilitator's Course, conducted in two phases between October and December 2023**.



*Facilitators deliver integrity training during Phase 2 of the Facilitator's Course, 7 December 2023, Chisinau.*



The Facilitator's Course aims to increase the pool of trainers in the MIA equipped to deliver integrity trainings and to advise them as they adapt DCAF-developed modules to fit their training needs. During the Course, ten new MIA staff were trained on integrity and gender topics along with adult learning theory by DCAF and two trainers previously certified by DCAF. The ten facilitators then delivered training sessions to officers from different MIA subdivisions under the supervision of DCAF experts. The training sessions reached over 60 trainees and trainers displayed innovative facilitation techniques. **The twelve facilitators were awarded DCAF training certifications in a ceremony held on 7 December 2023.**



Facilitators, DCAF Staff, and MIA representatives during the Certification Ceremony, 7 December 2023, Chisinau.

As part of specific targeted trainings to increase strategic management capacities in the MIA, DCAF delivered a **Workshop on risk management** on 6 December 2023 for 26 representatives of strategic planning units from the MIA subdivisions.

During the workshop, participants discussed current risk management strategies deployed by the MIA and its subdivisions, were introduced to risk assessment methodology used in the EU, and performed practical exercises related to risks defined in the MIA risk register. DCAF will support the MIA according to requests made during the workshop's conclusion in the next period, specifically by organising a train-the-trainers on risk assessment and delivering an additional risk management training to mid-level managers.



Participants in the workshop on risk management, 6 December 2023, Chisinau.



## STRENGTHENING NORMATIVE FRAMEWORKS IN THE MIA

DCAF aims to support the MIA in identifying gaps in their normative framework related to human resource management, training, recruitment, and promotion among other topics and introducing measures to address those gaps. During this period, between July and December, DCAF conducted two comprehensive studies on human resource management and institutional integrity in terms of recruitment and promotion respectively.

The first study explored **'Career Initiation Programmes within the Ministry of Internal Affairs'** and was developed by an international expert from Estonia with expertise in modernising training structure and human resource management in police agencies. The second study evaluated the **'Institutional Integrity Assurance Mechanism in Recruitment and Promotion Processes in the Ministry of Internal Affairs'** and was developed by a national expert from Moldova with expertise in justice reform and criminal law. The studies were informed by rounds of interviews and consultations with representatives of various structures of the MIA. The first study will be finalised in the next period and the second has been presented to MIA leadership in December. Both studies provide the MIA a thorough analysis of their existing normative frameworks and structures and offer recommendations for strengthening normative frameworks and safeguarding existing structures.

## SUPPORTING THE DEVELOPMENT AND EFFECTIVE IMPLEMENTATION OF GENDER EQUALITY ACTION PLANS

In March of 2023, the Moldovan Government approved the National Programme for the Implementation of UN Security Council Resolution 1325 on Women, Peace, and Security for 2023 – 2027 (National programme). The National programme, developed by Moldovan public institutions with the support of UN Women, delegates the Ministry of Internal Affairs the responsibility of coordinating its implementation and its reporting. For the purpose of reporting, the National programme contains activity-level indicators and the MIA requested DCAF's support in **defining outcome-level indicators to measure progress in gender equality in the security and defense institutions of Moldova** across years.

To this end, between August and December, DCAF worked with the MIA to develop a list of indicators for measuring gender equality in Moldovan security and defense institutions. The drafting process was collaborative and involved consultations in a workshop held on 18 and 19 September with gender focal points



from a range of the security and defense institutions with a role in implementing the National Programme, including the MIA and its subordinate institutions, the Ministry of Defense, the Customs Service, and the Prison Service.



*Introduction to the consultation workshop, 18-19 September 2023, Chisinau.*

DCAF and MIA refined the list of indicators according to comments from the workshop and, in the next period, will work with the institutions and civil society organisations to develop a methodology for data collection and define a baseline on the indicators for the year 2023. The indicators will be adjusted during data collection with the aim of ensuring a standard, comprehensive, and annual collection of data that informs gender policies in the Moldovan security and defense sector.



*DCAF staff and participants of the consultation workshop, 18-19 September 2023, Chisinau.*

## HIGH-LEVEL KNOWLEDGE EXCHANGE BETWEEN EUROPEAN POLICE INSPECTORATES

In response to a request for support from the General Police Inspectorate (GPI), DCAF contributed to the organisation of a regional conference on 18 December to celebrate National Police Day in Moldova. This high-level conference, organised by the GPI and supported by DCAF, the Hanns Seidel Foundation, the German Federal Foreign Office, the Civil Society Cooperation, and the GS Foundation, gathered European police agencies, including those from Germany, Romania,

Estonia, and Sweden to name a few, to discuss two themes: the state of security in Moldova and human resource management. The exchange of experiences provided GPI with relevant strategic guidance on the two topics, specifically the importance of increased cross-agency collaboration, investment in technological infrastructure, adaptive training programmes, community engagement, and trust building with the public. DCAF will continue to support initiatives that enable an exchange of knowledge between Moldovan security institutions and their European Union counterparts in the coming project periods.



*Participants at the conference for National Police Day, 18 December 2023.*



*Panellists at the conference for National Police Day, 18 December 2023, Chisinau.*

## OUTCOME 3 Building Public Trust

During this period, DCAF has initiated several processes for improving public communication and awareness of the objectives and results of security sector reforms and governance processes in Moldova, while increasing multi-stakeholder dialogue and engagement between governmental bodies and civil society. DCAF also carried on with the capacity-building processes initiated in the first half of 2023 for civil society organisations and independent experts.



## MULTI-STAKEHOLDERS ROUNDTABLE ON BUILDING RESILIENCE

On the 11 and 12 October 2023, DCAF organised its second **multi-stakeholder roundtable** of the year, bringing together practitioners from legislative and executive institutions, experts from civil society, journalists, and representatives of the international community, including high-level representatives such as the Ambassador of Sweden to Moldova Ms. Katarina Fried, the Head of the Supreme Security Council Mr. Stanislav Secieru, the Director of the Security and Intelligence Service Mr. Alexandru Musteață, or State Secretary of the Ministry of Internal Affairs Mr. Andrei Cecoltan.



“It is impossible to ensure national security in a society that is internally antagonized, and here, of course, the contribution of the DCAF is very important because we have this link to the experience of democratic states and we are also reminded of the existence of that red line between fundamental human rights and the need to counter the risks that come against the Republic of Moldova.”

*Mr. O. Nantoi, member of the parliamentary committee for national security, at the DCAF multi-stakeholders roundtable, 11-12 October 2023, Chisinau.*



*Multi-stakeholders Roundtable, 11-12 October 2023, Chisinau.*

The conference provided a framework for inter-sectoral and inter-institutional exchange of information, perspectives, and expertise, around discussions on the current state of security sector governance in Moldova, and analysis on the implementation of ongoing reforms. The panels, shaped around the theme of democratic resilience, covered topics such as the review of the new Moldovan National Security Strategy, its approval as a security policy priority for the end of the year, and the role of the media in its communication to the public, challenges expected in the implementation of the new legislation on Security and Intelligence Service activities, and the institutional requirements raised by the European Union accession process. The discussions were underlined by broader themes such as anti-corruption, strategic communication, and gender mainstreaming.

*Multi-stakeholders Roundtable, 11-12 October 2023, Chisinau.*



## SUPPORTING LAW ENFORCEMENT AGENCIES IN PUBLIC COMMUNICATIONS: AWARENESS-RAISING CAMPAIGN BY MIA ON ANTI-CORRUPTION MECHANISMS

In recognition of International Anti-corruption Day, taking place on 9 December, DCAF supported the Internal Protection and Anti-Corruption Service (SPIA) of the MIA to raise public awareness of their function and activities. The SPIA visited schools to spark discussions about corruption and integrity, to distribute promotional material about their mandate, and organised a friendly football competition entitled “**MAI for integrity - Integrity Cup**”. This support, coupled with other activities implemented under Outcome 2, aims at comprehensive integrity building in the MIA by complementing internal capacity building with external awareness raising and efforts towards reinforcing integrity as a cultural value.



*Anti-Corruption Day, 9 December 2023, Chisinau.*



## SUPPORT TO CIVIL SOCIETY CAPACITY BUILDING

DCAF and the Platform for Security and Defence Initiatives (PISA) co-organised, in November 2023, the **Autumn Edition of the Security Academy Camp**, focused this time on **Human Security & Women, Peace and Security**. The event boasted large participation from state authorities, civil society, international experts, and media. The current themes of security assurance were explored, including the consolidation of legislation, policy development and strategic communication.



*Security Academy Camp on Human Security & Women, Peace and Security, November 2023, 1-2 November 2023, Chisinau.*

## CARTOGRAPHY OF INTERNATIONAL ASSISTANCE IN MOLDOVA

In spring 2023, DCAF started supporting the development of a mapping of external assistance in Moldova, in partnership with the Platform for Security and Defense Initiatives (PISA). The study aims to contribute to an easier and better inter-institutional coordination in the distribution and use of funds and expertise in Moldova, both among national and international players, ultimately for the country to better mobilise and leverage the external assistance in its security sector reforms.

The drafting process was accompanied by the organisation of events and the facilitation of discussions throughout the months, to support the gathering and analysis of the information collected. On the 12 October 2023, a **roundtable on external assistance** was organised by DCAF in its office premises, gathering the authors of the study, and representatives from both security sector institutions (Reintegration Office, Ministry of Foreign Affairs and European Integration, Ministry of Defence, Ministry of Internal Affairs, Border Police, Intelligence and Security Service) and the international community (the NATO Liaison Office in the Republic of Moldova, the European Union Partnership Mission and the

Romanian Embassy in the Republic of Moldova). The event gave the opportunity to the participants to review the first draft of the study, and to validate the information and complement it as necessary.



*Roundtable on external assistance in Moldova, 12 October 2023, Chisinau.*

At the end of the year, **“Mapping international assistance in the security and defence sector of the republic of Moldova”** was completed and prepared for printing and publication. A launch event and presentation of the study is organised at the beginning of 2024.

## REPORT ON SECURITY SECTOR GOVERNANCE IN MOLDOVA

In the first half of 2023, DCAF has initiated, in collaboration with PISA, the development of a **Report on Security Sector Governance in Moldova** – a report to provide an independent, objective, and comprehensive analysis of the security sector, to evaluate the reforms implemented so far and identify achievements, and to determine strengths and existing good practices in security sector governance alongside problematic or deficient practices.

The process involved a group of 13 researchers and experts from civil society who, mentored by DCAF and PISA representatives, drafted and reviewed over eight months the report, providing recommendations for improving governance and promoting reforms and democratic consolidation in the security sector. Through its participative and inclusive methodology, the development of the process also contributes to building capacities in civil society, both for monitoring and assessing the performance of security institutions, and for improving expertise and knowledge among civil society members.

In December 2023, the publication was being finalised, undergoing its last edits and updates. The final draft will be consolidated in January 2024, before being prepared for printing and dissemination. The



publication be will officially launched at the occasion of a multi-stakeholder roundtable planned for March 2024 in Chisinau.

To train the experts and facilitate the work, DCAF developed a **Guide for the evaluation of the security sector governance**, which was disseminated to the authors and contributed to the elaboration of the report.



## UPCOMING ACTIVITIES AND PUBLICATIONS

January - June 2024

The following activities are planned, as the project goes into its second year of implementation.

- Continued assistance in formulation of policies and strategies and legislative development: including support to normative development on state security, with a focus on parliamentary oversight of security. Expert opinions will be delivered, amendments to the legislations proposed, working groups set up, and platforms for discussions offered.
- Continued assistance in the review of the regulatory framework: including follow-up to the evaluation of the security and intelligence service laws implementation.
- Continued assistance in improving institutional capacity: including to the Parliament and Committees on setting up the sub-committee on intelligence oversight, and to the Supreme Security Council Service on their mandate development.
- Development of a practical guide on security and intelligence oversight, with and for the committee for national security, defence and public order.
- Organisation of tailored trainings on cross-cutting security issues (crisis management, the implementation of special investigative measures by intelligence and law enforcement agencies, alignment to EU acquis).
- Mentoring for the MIA on alignment with EU standards.
- Presentation of functional analysis of strategic planning in the MIA and recommendations.
- Review of the MIA's self-assessment of strategic management in the central apparatus.
- Training on reporting and data collection for the MIA and subordinate institutions.
- Mentoring on knowledge management systems for the MIA.
- Assistance for developing the 2023 evaluation reports for sectoral programmes of the Strategy for the Development of Home Affairs (SDDAI).
- Finalisation of study on integrity in recruitment and training processes in the MIA.
- Baseline assessment for indicators of gender equality in the MIA.
- Procurement of project management software in the MIA and advice/support for software compatibility and users.

### Guest Appearances

During this period, DCAF also took part in events and activities organised by other projects and institutions, of relevance to the SSGM project. A few notable events with DCAF participation can be highlighted.

Under the banner of **“NATO: Helping Moldova reach its European future”**, DCAF engaged in high-level discussions with Moldovan foreign and security policy expert community on the importance of security and defence reforms and resilience in furthering Moldova's European integration.

DCAF took part, alongside state authorities' representatives, international and national experts, in a **roundtable supported by the European Union Delegation, Expertise France, and the Lithuanian Embassy, on transparency and accountability in the justice system**.

DCAF participated in a **roundtable organised by PISA on Women, Peace and Security**, with large participation from both civil society organisations and public authorities. Presentations and discussions on security sector democratic governance and principles were held.



- Regional workshop on anti-corruption and integrity topics for representatives of the MIA, CSOs, and academia.
- Enhancing capacities of national legislative and executive bodies to develop and promote public information on their activities: analysis of practices in the implementation of free access to information of public interest legislation.
- Support to the implementation of a campaign for the public information on the national security strategy of Moldova.
- Organisation of tailored trainings for public communication officers, experts responsible for communication with the public in security governance institutions, and civil society members.
- Strengthening capacities of civil society organisations to provide expertise in the field of security and rule of law: the cartography of international assistance in Moldova will be launched and promoted.
- Support to civil society organisations in monitoring and evaluating the performance of national security governance bodies: the Security Sector Governance Report will be finalised, published, and launched, in the occasion of a broader multi-stakeholder roundtable on the topic of security sector oversight.

“Within the framework of the collaboration between DCAF and the Secretariat, the colleagues have brought specific expertise, which is directly related to the work of the Supreme Security Secretariat, to the work of the Supreme Security Council, namely conceptual and methodological concepts, and the expertise of DCAF, which helps state institutions in their daily work, because the studies that are elaborated or the resolutions that are adopted as a result of public events, serve as a basis for our work process, serve as a basis for the decisions that are taken in the security sector, this is the greatest contribution of the DCAF.”

*Mr. S. Tibuleac, Head of the Supreme Security Council Secretariat, at the DCAF multi-stakeholders roundtable, 11-12 October 2023, Chisinau.*



## About DCAF

DCAF – Geneva Centre for Security Sector Governance is dedicated to improving the security of states and their people within a framework of democratic governance, the rule of law, respect for human rights, and gender equality. Since its founding in 2000, DCAF has contributed to making peace and development more sustainable by assisting partner states, and international actors supporting these states, to improve the governance of their security sector through inclusive and participatory reforms.

It creates innovative knowledge products, promotes norms and good practices, provides legal and policy advice and supports capacity-building of both state and non-state security sector stakeholders. cybersecurity threats is improved.

**DCAF** Geneva Centre  
for Security Sector  
Governance

**Maison de la Paix**  
Chemin Eugène-Rigot 2E  
CH-1202 Geneva  
Switzerland

☎ +41 22 730 94 00  
✉ [info@dcaf.ch](mailto:info@dcaf.ch)  
🌐 [www.dcaf.ch](http://www.dcaf.ch)  
🐦 @DCAF\_Geneva