

practical, cross-sectional, modular, authoritative
guidance on security sector reform & governance

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H UN Sec Leadership
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#\$%&'\$("&*%&\$*\$,\$)" - \$*\$\$. %+"&*%&\$*"/"&*%+\$0+\$1!"2+ - 3)"3. ",)4\$"%5""306"%5"
300%4. +37,' ,+/"%. "+8\$"),1\$"%5"+8\$"+*%&%)9"3""306"%5"%: \$*); ; 8+"7%1,\$)"3. 1"
34+8%*,+,\$)" +83+)8%4'1"7\$"; ,: ,. ; "1, *\$0+,% . "+%" +8\$"3* < \$1"5%*0\$)!" = 7%: \$"3"" - \$"
1,1". %+"*\$)\$&\$0+" +8\$"0,: ,',3.)"3 < % . ;)+" - 8,08" - \$" - %*6!">?@

!"A\$034)\$",+"8\$'&)" +8\$ < "&4+",. "&'30\$" * 4'\$)"3. 1"&*%&\$*\$"

1. Why this is important

!

N. !?(0@)/\$!&-' . *(0\$1!). !70(*)&' /0(:!A0. +!7\$-7/\$!?\$\$/!' . 7(-*\$&*\$3!G+!*#\$(!-D. !
1\$&' ()*+!). 1*)** *)-. 1E!O#\$. !1-/3)\$(!-(!7-/) &\$!3-!. -*!1\$(9\$!*#\$!&-AA-. !@--3:!
1-&)*\$0!*(' 1*!P!1-!. \$&\$110(+!?-(!1' 1*0). \$3!7(-17\$0)*+!0. 3!D\$/4G\$). @!P!(\$A0). 1!
\$/' 1)9\$!EQ(0)/\$@\$3!@(-' 71:!). &' 3). @!*#-1\$!). !' .)?-(A:!A0+!(\$07!*#\$!G\$. \$?)*!
-?!?09-' ()*1A!0. 3!(\$7(\$11)-. :!D#)/\$!3\$9\$/-7A\$. *)!1!3\$.)\$3!*-!A0. +E!

#

R\$(/7). @!*-!\$1*0G/1#1!\$&' ()*+!1\$(9)&\$1!*#0*!7(-9)3\$!@\$. '). \$!#' A0. !1\$&' ()*+!)!

%-A\$!*#. 2!%8!)1!A0). /+!0G-' *)A7(-9). @!(\$03). \$11!-?!3\$?\$. &\$!?-(&\$1!0. 3!). *\$(. 0!
1\$&' ()*+!1\$(9)&\$1!-(!7(-9)3). @!*#\$A!D)*#!\$U')7A\$. *E!=-*!0*!0//E!#!)1!?' . 30A\$. *0//+!0!
7-/)*)&0!/7(-&\$11!-?!\$1*0G/)1#). @!?' . &*)- .). @!7(-&\$3' (\$1:#!&#\$&21!0. 3!G0/0. &\$1:!
*(0. 170(\$. &+:!0. 3!0&&- ' . *0G)/)*+!). !0!1\$&* -(!-?*\$. !A0(((\$3!G+!-70&)+E!#!)1!
) . 1*)' *)- . 4G')/3). @!0. 3!@--34@-9\$(. 0. &\$!7(-A-*)- . !&/-1\$!* -!*\$#!7). . 0&/\$!-?!
. 0*)- . 0!/7-D\$(E!5)9\$. !%%861!#)@#/+!7-/)*)&0!. 0*! (\$!0. 3!) *11&\$. *(0)^*+!* -!*\$#!<=61!



2. What we have learned

!

!(06/&' ; #>#, 2# 9 (#! ' + ' (#+%) #&' -#. (, . 1(-#>#-##2, 6%) + '& , %#2, /#. (+0 (?#) (7(1, . : (%'#+%) #

96: +%#/#<9' -@%\$.)-(!/\$03\$(1!#09\$!* -!7' *!0. 3!2\$\$7:!1\$&' ()*+!0!*#\$!*-7!-?!*#\$()!

0@\$. 30E!O#)(\$!G')/3). @!0. 3!A7(-9). @!0!(\$!OG/\$!:\$??\$&*)9\$!1\$&' ()*+!1\$&*-(!)!10!1/-D4

A-9). @!7(-&\$11:1%8L5!)1!&()*)&0!/*-!\$??\$&*)9\$!1\$&' ()*+!7(-9)1)-. !B0. 3!7(\$9\$. *)- !-?!

). 1\$&' ()*+C!G-*#!). !*#\$(!)AA\$3)0*\$!0. 3!/- . @!*\$ (AE!!

!

!! " 34#0+%, 'A(#<%, /()E!!!A' 1*!G\$!033(\$11\$3!*-!09-)3!(\$!071\$!). *-!&- . ?!)&#E#O#\$. !

(\$?- (A!)1!. -!*!02\$. !' 7:!7\$(1)1*\$. *!' . 0&&-'. *OG/\$!&- . &\$. *(0*)-. 1!-?!7-D\$(:!\$. OG/\$3!

G+!090)/OG/\$!D\$07- . (+!D)!/!3()9\$!&- . ?!)&*!0. 3!@\$*!). !*#\$!D0+!-?!7-/)*)&0/!1*OG)!*+!0. 3!

(0. 1)- . E!!

!

+ '& , %+!#, 8%(/-9&. #>##+ #: 6-'=), ?#%, '#+##%&0(=, =9+7(CS!>=0)-. 0!/ -D. \$(1#)7!(\$?\$(1!

-!0. !). &/ 1)9\$!0. 3!&- . 1' /0)9\$!7(-&\$11:1A\$*#-3-/-@+!0. 3!-' *&-A\$!#0*!0(\$!

!

!

7(\$3)&0*\$3!-.!*\$!7\$(17\$&*)9\$1:!7()-(\$*)\$1!0. 3!9)1)-. !-?!1*02\$#- /3\$(1!D)*#. !*#\$!
1-&)\$*+!' . 3\$(@-). @!(\$?-(AFE\$!!
!
!!" 34#-#2, /(: , -'#+#. , 18'&0+1#. /, 0(--

70(*)&70*)-. !-?!D-A\$. !). !*#\$!\$&' ()*+!1\$&* -(!0. 3!1*(\$. @*#\$.). @!*#\$(-/!\$!-?!*#\$(
<=!). !1' 77-(*) . @!@\$. 3\$(4(\$17-. 1)9\$!%%8L5E!!
!

^\^E! L-##. /&, /&' ;?#-(%&, /#(+) (/ -#: 6-'#9(1. #%+'&, %+1#-(06/&' ;#-(0' , /-#' , #
B- (/7(#%# '9(#-' , /: C?#@(@0, %'&%6(#' , #. /, 7&) (#(22(0'&7(#+%)#+00, 6%' +A1(#-(06/&' ;#
)6/&%<# '9(#01&: +' (#0/&-&-E!J**\$. *)-. !1#-' /3!?-&' 1!-. !#-D!. 0*)-. 0/!1\$&' ()*+!
) . 1*)** *)-. 1!&0. !A*)@0*\$: !0307*!(\$17-. 3!*-!0. 3!&--7\$(0*\$!B__J8, C!3' (). @!*#\$(
&/)A0*\$!&(0)1!1:G-*# !0!0! . !-7\$(0*)-. 0/!)A7\$(0*)9\$!0. 3:!). !*#\$!&- . *\$H!-?!*#\$(!00)0!
J@(\$\$A\$. *!*-!\$??\$&*)9\$/+!?' !?)/!*#\$(!(\$17\$&*)9\$!%*0*\$61!/\$@0/!0. 3!A-(0/!-G/)!@0*)-. 1!
' . 3\$(!). *\$(. 0*)-. 0/!&/)A0*\$!/0DE!

3. Options for action



```
#
\E/E/(. +/(?#A6&1)#+#' (+: #+%): +/-9+1#/(-, 6/0(-#+-#-, , %#+-#-, --&A1(E)#
M22(0'&7(1; #-6. . , /'8%<#! !'' #8%016) (-#-6. . 1(: (%'8%<#, % (C-#-'/(%<'9-#8&'9#+# (+: #, 2#
-(%&, /#. , 18'80+1#+%)#-(06/&' ;#(1. (/'-!BG-*#1). 4&-'. *(+!0. 3!0*!<=RaC!0. 3!)3$. *)?+). @!
1' 77-(?!-7*)-. 1!1' &#!0!S!
0C5%=A/&(2&%<-#-. !%8L5!0. 3!*$#!&-'. *(+6!7-/)*&0/41$&' ()*+!0. 3!&07$;!70)-(!*-!
3$7/-+A$. *!?!(-A!*$#!<=%8<!0!D$//!0!<=!&-'. *(+!$H7$(*1!). 4&-'. *(+!0. 3b-(!0*!
<=Ra!NO!)! *$%&$##, - . *!/ , 0!
"1E((/=, =. ((/#(109+%<(P, . . , /'6%&'&(-#+%)#:(%, /8%<#D)*#1!$. )-(!/$03$(!1D)*#!
%%8!$H7$0$. &$!B&' (($ . *!0. 3!701*C:!0!D$//!0!1!$. )-(17-)/&$!0. 3!3$?$. &$!$H7$(!*1!*-!
3)1&' 11!%8L5!7(0&*)&$!1*#0*!#09$!B0. 3!#09$!. -*!D-(2$3!). !)A)/0(1$**). @1!NO!
)! *$%&$##, - . *!/ , 0+
&C!Q9(#/+ . &)1; #) ( . 1, ; +A1(#$ *#! ! " 34#-' +%)8%<#0+. +0&' ; #! ! 6" 4 (!" $0A: !G0!$3!). !
W(). 3)1)C:!D#)&#!1!*$#!<=%8<6!-7$(0*)-. 0!/0(A:!0. 3!)1!1+1*$A!-?!1D)?*/+!090)/0G/$!
$H7$(*)1$!(-A!0!(0. @$!-?!). *$( . 0*)-. 0!/70(*. $(1!NO#)! *$%&$##, - . *!/ , 0!
3C$ *#! ! " 34#D%, 81(C) <(#96A#+%)#0, : : 6%&' ; #, 2#. /+0'80(:!03A. )1*$($3!G+!*$#!
<=%8<#NO!)! *$%&$##, - . *!/ , 0!
```

!

\$C S,%,-#+%)#6%)&%<#:(09+%&!1'&#!01!*#\$!Q\$0&\$G')/3).@!#0.3!

K,!!1'77-(*!*-!8,1E !

!

^E \$%)/(-'+%)#9(#0,%('! !

J1!1*(\$11\$3!G+!*#\$!%\$&(\$5\$\$(0/:!>D#)/\$!&070&#G)/3).@!)1!)A7-(*0.*:!

.)&/'3).@!G+!7(-9)3).@!\$.*(+!7-).*1!?-(!(\$?-(/1#&-#7&'+1#',#6%)/(-'+%)#9(#

7' (7-1\$1!:A02\$1*#\$(!\$. @0@\$A\$. *!)2\$/+E! G9)-' 1/+!1\$.)-(!<=!/03\$(1!A0+!/0&2!
) . ?/' \$. &\$!D)*#!. 0*)- . 0!/\$03\$(1:!7-/)*)&0. 1:!7-D\$(4&\$\$. *(\$!0. 3b-(!�. @\$!
�A7)-. 1E!W' *!' 9(/(#-#: 609# 9+'#\$ *#1(+)(/-#0+%#) , # , #-9+. (#. 6A1&0#) (A+' (-#+%)#
(1&' (#. (/0(. '&, %-?#+%)#%# 9&-#+/(+##+' (: . '-#+/(# , 2' (%#8 , /' 9#: +D&%<E!%*)//!:\$9\$. !
D#\$. !7\$(1- . 0//+!&- . 9). &\$3!-?!*#\$!. \$\$3!?-(!1*(. @*#\$. \$3!1\$&' 0)+!1\$&* -(!
@-9\$(. 0. &\$:!. 0*)- . 0!7-/)*)&0. 1!D)!!011\$11!D#*\$#\$(!*#\$1!- '@#!(\$?- (A1!0(\$!/)2\$/+!* -!
1' &&\$3E!''#\$+!D)!!D\$)@#!?0&* - (1!1' &#!0!S!!
, 070&)*+!-?!7-/)*)&0!b!03A).)1*(0*)9\$!). 1*(' A\$. *1!
__0*\$00!(\$1- ' (&\$!
N. 1*)** *)- . 0!)A7\$3)A\$. *1!

#\$. 0)-. 0/!7-/)*)&0//0. 31&07\$!*-IG' /)3!). !). &\$. *)9\$1!?- (-(. 0*)-. 0//!\$03\$(1#)7!). *\$(\$1*!
) . !\$AG0(2). @!- . !0. !%8L517(-&\$11E!%-A\$!017\$&*1!-?!%8L5!0(\$!&- . 3' &)9\$!*-!
) . &/ 1)- . !-?!&-AA' .)*)\$1!0. 3!&9)/!1-&)\$*+!:' &#!01!&-AA' .)*)+!0?*\$+!0. 3!
\$A\$(@\$. &+!(\$17- . 1\$E! ?*\$. !1' &#!*+7)&0//+!W-D4&- . ?(- . *0*)-. 0/6*+7\$!11' \$1!&0. !
709\$!*#\$!D0+!?-(!A-(\$!(-G' 1*\$!\$. @0@\$A\$. *!D)*#!1\$&' ()*+!0&*-(1!0!D\$//!0!
\$1*0G/1#). @!0. !\$H7\$&*0*)-. !?-(!&9)/41-&)\$*+!). 9-/9\$A\$. *) . !1\$&' ()*+!3\$&)1)- . 4
A02). @E!
GCD9&D#%# (/ : -#, 2#(+/1; #0, %2&) (%0(-A6&1)8%<#: (+-6/(-#8&9, 6'#1, -8%<#-&9'#, 2#9(#
1, %<=' (/ : #, A\0'&7(-#, 2#/ (2, /: #+%#<, 7 (/+%#0(#--6(-E!J(\$!*#\$(!0. +!>/-D4#0. @). @!
?(')*1F:!' 7&-A). @!1+AG-/)&!0. .)9\$(100\$1!:- (!)11' \$!10(-' . 3!D#)&#!&- . 1\$. 1' 1!&0. !G\$!
G')/*:!*#0*&0. !1\$(9\$!*-!-7\$. !*#\$!3--(!?- (!0!G(-03\$(!3)1&' 11)- . !0(-' . 3!%8L5h!" #)!
&- ' /3!). &/ 3\$!2)&21*0(*). @!0&*)9*)\$1*#0*!#09\$!1#-(*4*\$ (A!)A70&*!B)E!&070&)*+4
G' /)3). @!7(-f\$&*1!:\$/\$&*)-. 1!:\$&- . -A)&!(\$&-9\$ (+!7(-@0AA\$1CE!, (-114&' **). @!0(\$0!
&0. !0/1-!&- . 1*)** *\$!). *\$(\$1*). @!\$. *(+!7-). *!!). &/ 3). @!&/)A0*\$:!(\$17\$&*!?- (!#* A0. !
)@#*1!G+!*#\$!1\$&' ()*+!). 1*)** *)-. 1!7-/)*)&0!/\$&- . -A+!0. 0+/1)1!:- (!@\$. 3\$(!0. 3!+-' *#!
A0). 1*(\$0A). @E!!
&C!\$- (#<, ,)#, 22&0(-# , #- ((D#, 1&'&0+1#+</((((%'-#9+*#8&1#(-'+A1&-9#+#7&-&, %#, 2#9(#
-(06/&' ;#- (0' , /#+%)#(%+A1(#' (09%&0+1#(I . (/ '&- (# , # , /, 0 ()E!_0). *0). !3)0/-@' \$!0. 3!
7(-A-*\$!&--(3). 0*)-. !G\$*D\$\$. !. 0*)-. 0+/1#(I . (/ . 9%65(1)14-3\$11(+1(1)-1(#)-2((I .)1(#)-1(<)>1(,

7(-@(\$11!A0+!. - *!G\$!A03\$:! *-\$7' *0*)- . 0!()12!BG- *#!- (@0.)M0*)- . 0!/0. 3!7\$(1- . 0/c:!
*-!

4. How to measure progress

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N. !-(3\$(!*-!A\$01' (\$*#\$. /, </(-#: +) (#A; # \$ *#-(%&, /#1(+) (/-%#!!" 34*# \$#
?-//-D). @!). 3)&0*-(!0(\$!7(-7-1\$3\$!!

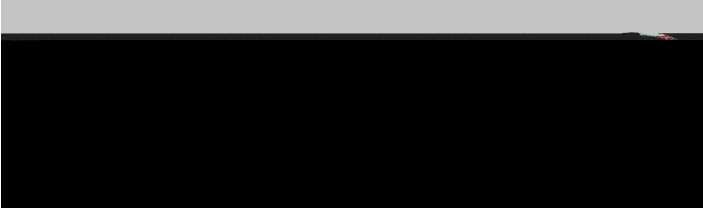
\E%\$.)-(!<=!/ \$03\$(1#)7!#01#! HL" Q#! !" 34#. (/2, /: +%0(#0/&' (/&+?#\$17\$&)0//+!D)*#!
(\$@0(31!*-!*#\$(!7-/)*)&0/!. 0*)-. 0/!1\$&' 0*+!0. 3!%%8L5!((\$17-. 1)G/)*)\$1!0. 3!@--3!

CROSSROADS - Contents

!
! "%&'()*);< /%+4\$#&@/)'+>=?! !>?@A! & C(%10\$&QJE& X"-%.+(/-000)1*+(#-"7&*\$)1".+7&-)+("*&
C(%10\$&QED& FGH!!>H! I9&1*\$">:&.1.%&&
C(%10\$&QDEJ& K0(*"-7&('899G&+*\$#*?%\$'./+.(/*&-/%&
-88"\$;.-+(/*%&
C(%10\$&QDEL& G\$0\$;.-/+899G&+*\$"/-+.(/-000)*\$:(./-0&
6(0.).\$*%&
&&
! "%&'()*B);)C\$/4.-"/'.0*)+)! !>%&
C(%10\$&JED& I&6\$(60\$N)\$/+*\$%&-66"(-), &+(899G&&&
C(%10\$&JEJ& 0-+.(/-0&(2/*"* ,6&('899G&&
C(%10\$&JEL& P"\$)+; \$/\$**&/899G&&
C(%10\$&JEO& !)) (1/+8.0.+7&/899G&&
C(%10\$&JER& 91*+.-/-8.0.+7&/899G&&
C(%10\$&JES& T1#-/'&.: ,+*&/899G&&
C(%10\$&JES& 99G&-/%&'*\$*+("-(./&J&S<+\$//*.(/'&'&+-\$&&
-1+, ('.+7&&
C(%10\$&JEV& K\$/%\$"\$S\$W1-0.+7&/899G&
&&
! "%&'()*D);)E"5&*0. '89"). /4)%"5\$0. '+%&(&&
C(%10\$&LED& 99G&/&/-+.(/-000):.*0-+; \$&"-#\$2("A"*&&
C(%10\$&LEJ& 0-+.(/-0&*\$)1".+7&'&+-\$+;\$7&&
C(%10\$&LEL& 0-+.(/-0&*\$)1".+7&6(0.)7&&
C(%10\$&LEO& 0-+.(/-0&*\$)1".+7&60-//./: &&
C(%10\$&LER& 0-+.(/-0&99G&'&+-\$+;\$7&&&
C(%10\$&LES& 0-+.(/-0&99G<\$#\$/\$/++.(/&60-/&&&
&&
! "%&'()*F);)! "#\$%&'()*"+#'+9)5+9""%/. /#"&&
C(%10\$&QED& 0-+.(/-0&99G&)(("%./-+.(/'&#)\$, -/.*#*%&&



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" " # \$ % & ' () * * ') + ' & , , - & , - * \$!