



Newsletter



Host Nation Agreement signed

29th MAG & Budgetary Meeting

**With 10 activities conducted over the last three months,
an intensive half-year period successfully completed**

Talks with new partners and supporters intensified

INTERVIEW with Eric May, Media Consultant

RACVIAC management at RASR Workshop	(02)
Host Nation Agreement signed	(02)
Defence Conversion Project presented	(03)
Firefighting exercise	(03)
NATO quiz competition	(04)
Visit of Croatian Defence Academy	(04)
Visit of UNODA representative	(04)
LoE with KAS	(05)
Director at SEEC meeting	(05)
DD's visit to German Air Base	(06)
Spring MAG & Budgetary Meeting	(06)
Interview with Eric May	(08)
Border Security	(10)
PMSC vs NSS	(11)
Search and Rescue Course	(12)
Workshop on Defence Procurement	(13)
Oslo Convention Workshop	(14)
Women's Role in Border Management	(15)
Dayton Art IV Course	(16)
Strategic Communication Conference	(17)
Prevention of Corruption Workshop	(18)
Hellos	(19)
Goodbyes	(20)
Forthcoming events	(21)



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RACVIAC Director and Deputy Director attended the RASR Workshop

RACVIAC Director Ambassador Branimir Mandic and Deputy Director Brigadier General Zdravko Jakop participated in the 6th Workshop of the South East Europe Regional Approach to Stockpile Reduction (RASR) of Conventional Weapons and Munitions, held in the period of 4 - 5 April 2013 in Bled, Republic of Slovenia.

In accordance with the workshop agenda, Ambassador Mandic chaired two sessions: "Western Balkan experiences in the area of import-export and transit of weapons/ammunition and dual-use goods" and "Presentations of RASR member states on their national frameworks regulating the area of import-export and transit of weapons/ammunition and dual-use goods", while Brigadier General Jakop gave a presentation on RACVIAC - Centre for Security Cooperation.

Before handing over the floor to the speakers, Ambassador Mandic pointed out that Small Arms and Light Weapons, conventional weapons and ammunition and dual-use goods had been on the agenda of many events of different organizations for decades. However, he emphasized "it is clear that there is no single model for an export control system due to the great diversity in the legal and administrative systems in different countries". He added that there were some key elements, which any export control system should have in order to be effective. These include clear legal basis establishing jurisdiction over relevant parties and activities, a transparent inter-agency coordination and decision-making, mechanism for licensing, enforcement authorities, etc. He concluded by saying that in the SEE there were several hundred thousand tons of surplus weapons and ammunition to be destroyed and while some of these could be destroyed in place, others had to be taken to a proper facility. ■

Host Nation Agreement signed



Pursuant to Article 19 of the Agreement on RACVIAC - Centre for Security Cooperation, the Host Nation Agreement (HNA) was signed on the 11th of April 2013. On behalf of the Government of the Republic of Croatia, the Agreement was signed by Mr Zeljko Klisovic, Deputy Minister of Foreign and European Affairs (MFEA), while Ambassador Branimir Mandic, Director of RACVIAC, signed it on behalf of the Centre. The signing ceremony was also attended by Ms Vesna Batistic Kos, MAG Chairperson and Assistant Minister for Multilateral Affairs and Global Issues at the MFEA, Mr Zoran Drca, Assistant Minister of Defence, and Brigadier General Zdravko Jakop, RACVIAC Deputy Director.

The Agreement defines legal personality, capacity, privileges and immunities of RACVIAC as an international organization seated in Croatia as well as privileges and immunities of RACVIAC personnel.

Upon signing the HNA, Mr Klisovic said that RACVIAC proved to be a reliable partner and an important factor in promoting regional security dialogue and common values. He added that the HNA was also a step forward, proving that RACVIAC was no longer an initiative, but rather an international, regionally owned organization.

Ambassador Mandic used this opportunity to reiterate his appreciation for the great support Croatia has been providing to the Centre since its establishment. He pointed out that the HNA would be an additional incentive to the Member countries to pursue the Centre's mission and second personnel, thus fulfilling the obligations accepted under the Agreement on RACVIAC - Centre for Security Cooperation. ■

RACVIAC Research Project on Defence Conversion presented

On 16 April 2013, in the margins of the 29th MAG Meeting, RACVIAC SSR Pillar Research Project entitled "Defence Conversion Modalities in South-East Europe (SEE) - Specific Regional Model" was presented.

RACVIAC first started tackling the subject matter of defence conversion following the Concept Paper on Defence Conversion in South Eastern Europe issued after the meeting of Defence Ministries of South-East European Cooperation Process, held in Bucharest in 2005. In pursuance of this Concept Paper, RACVIAC organized more than 20 workshops addressing the issues of transition of military personnel and military base conversion. This endeavour continued with the project on defence conversion modalities in South Eastern Europe launched in 2011.

The project included experts nominated by the Republic of Albania, Republic of Croatia, Bosnia and Herzegovina, Republic of Moldova, the Former Yugoslav Republic of Macedonia* and the Republic of Serbia, who were designated to two project areas: Transition of Military Personnel and Military Base Conversion.

It is worth mentioning that this project, which resulted in publishing a booklet on defence conversion modalities in the SEE, also reflects the great cooperation and support provided by the Kingdom of Norway and the Republic of Slovenia. ■



Fire-fighting exercise took place in Rakitje barracks



With a view to continuing the good practice established in previous years, a fire-fighting exercise organized by the International Military Operations Training Centre (IMOTC) took place on 30 April 2013 in the Rakitje barracks.

The exercise scenario started with a fire alarm siren and all RACVIAC staff was obliged to follow standard operating procedure in case of fire. Fire-fighters, coming from the local volunteer fire-fighting brigades based in Sveta Nedelja and Rakitje, demonstrated procedures in several cases: extinguishing a fire in a building, evacuation of injured personnel, extinguishing a burning vehicle. All IMOTC and RACVIAC personnel had the opportunity to try out fire extinguishers and practice extinguishing flames outdoors. Finally, fire-fighting equipment and vehicles were exhibited. Thanks to the fire-fighting brigades from Rakitje and Sveta Nedelja the staff inside the barracks rests assured they are

in safe hands in case a fire breaks out. On that note, small tokens of appreciation were presented to the brigades by the barracks and IMOTC Commander Lt Col Ivica Plejic and by RACVIAC Deputy Director Brigadier General Zdravko Jakop. ■

* Turkey recognizes the Republic of Macedonia with its constitutional name.

RACVIAC provides support in NATO quiz competition



The Croatian city of Dubrovnik will host one of the largest political meetings in 2013 - the autumn session of the NATO Parliamentary Assembly, taking place from 11 to 14 October this year. Some 800 parliamentarians from 28 NATO member countries are expected to attend the 59th NATO Parliamentary Assembly Session, the biggest political meeting ever to be held on Croatian soil. Among others, the conference will be attended by the entire Croatian state leadership, NATO Secretary General Anders Fogh Rasmussen and possibly the US Secretary of State John Kerry. It will focus on the topics that have been dominating the world's politics, such as Afghanistan, Syria, the Arab Spring and the smart defence concept.

In order to promote this event as much as possible, especially among high school and university students, the Croatian Parliamentary Delegation to NATO and North Atlantic Promotion Organization (NAPO) are organizing a NATO quiz competition in four South-Croatian Counties (Zadar County, Sibenik - Knin County, Split - Dalmatia County and Dubrovnik - Neretva County). The final competition will be held in RACVIAC, while the quiz winners will

be awarded a trip to Brussels and a visit to the NATO HQ. They will also be introduced to the participants in the autumn session of the Parliamentary Assembly in Dubrovnik.

Supporting the Croatian Parliamentary Delegation to NATO in the organization of the above mentioned event, RACVIAC Deputy Director Brigadier General Zdravko Jakop took part in the promotional campaign organized from 06 to 07 May 2013 across the region of Dalmatia. ■

Representatives of Croatian Defence Academy visited RACVIAC

Representatives of the Croatian Defence Academy, headed by the Dean of the Academy, Colonel Zeljko Akrap, visited RACVIAC - Centre for Security Cooperation on 03 June 2013 in order to get better acquainted with RACVIAC mission, aims and activities.

The guests were welcomed by RACVIAC Director, Ambassador Branimir Mandic, and Deputy Director, Brigadier General Jakop, as well as by other senior staff members. RACVIAC Deputy Director provided the guests with a brief outline of RACVIAC's history, mission, annual programme of activities and completed process of transformation, while RACVIAC Director outlined the results achieved in the recent months and the Centre's intention to broaden the scope of its activities and network of partners. He also introduced some basic plans for the forthcoming period.



Since both organizations are academically oriented, the meeting was also aimed at discussing a broader and more specific cooperation between the Defence Academy and RACVIAC. After a comprehensive Q&A session and a subsequent open discussion, both organizations recognized some complementary activities and areas for a closer and deeper collaboration, which could contribute to the dialogue and security cooperation in South East Europe. ■

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Political Advisor of UNODA visited RACVIAC

On 19 June 2013, Mr Nikita Smidovich, Political Advisor, United Nations Office for Disarmament Affairs (UNODA), accompanied by Ms Sanja Bujas Juraga and Ms Ivana Zerec from the Croatian Ministry of Foreign and European Affairs, visited RACVIAC - Centre for Security Cooperation.

The purpose of the visit was the wish expressed by Mr Smidovich to discuss possible ways of further, more intensified cooperation between RACVIAC and UNODA.

The guests were welcomed by RACVIAC Director Ambassador Branimir Mandic, Deputy Director Brigadier General Zdravko Jakop and RACVIAC senior staff members. Mr Smidovich presented UNODA's efforts and current issues concerning the implementation of the UNSCR 1540, as well as the main areas they are currently focused on.

With a view to extending UNODA's cooperation to some regional organizations, Mr Smidovich outlined the idea to organize events on effective practices in the implementation of the UNSC Resolution 1540, using RACVIAC as a platform of the member states and a possible regional promoter of the UNSCR 1540.

Subsequently, the guests and the hosts engaged in a more detailed discussion on potential activities and plans for the future. Both sides agreed that the pilot event could be a workshop co-organized in September 2013 dealing with effective practices in the implementation of the Resolution 1540. ■



RACVIAC and Konrad Adenauer Stiftung signed the Letter of Exchange

On 21 June 2013, Mr Michael A. Lange from the Konrad Adenauer Stiftung Office Croatia and Ambassador Branimir Mandic, Director of RACVIAC - Centre for Security Cooperation signed the Letter of Exchange between the two organizations. The Letter of Exchange is aimed at establishing a framework governing mutual organizational and financial procedures and responsibilities for the preparation and execution of the Conference "European Union External Border Regime" to take place in September 2013.



While not the first event dealing with the issues of the EU border security, the Conference is definitely the first Croatian project activity aimed at looking into the new EU member country's post-accession border security situation. The purpose of this joint Conference lies in the original idea that the Croatian joining the EU border security system ought not to be looked at as the closure of the individual transformation processes but rather as the start of the consequent full-member EU transformation phase in the area of border security system transformation. The Conference concept has been developed in cooperation among the Alumni Association of George C. Marshall Republic of Croatia, Konrad Adenauer Stiftung Office in Croatia and RACVIAC - Centre for Security Cooperation. ■

RACVIAC Director attended the 13th SEEC Conference

RACVIAC Director Ambassador Branimir Mandic participated in the 13th SEEC - Forum for Western Balkans Defence Cooperation Conference, taking place in the period of 25 - 27 June 2013 in Sarajevo, Bosnia and Herzegovina. This year's conference was focused on the topic of strengthening defence reform in the Western Balkans through regional cooperation and professional military education.

The issues discussed included the status, management, financing and future needs of regional training centres, experiences in regular exchange of participants, experts and trainers, as well as top five priorities for defence reform in the Western Balkan countries at the strategic level.

As part of the panel on “Regional Cooperation in the Western Balkans”, Major Ove Urup-Madsen from the Tactical Air Command Denmark gave a presentation on the regional search and rescue cooperation and its connection to RACVIAC. It is worth mentioning that RACVIAC has started dealing with this issue in 2011. With the support of the Tactical Air Command Denmark, RACVIAC has so far conducted two events on the regional search and rescue development. A recent event conducted in April this year supported upgrading and development of national and regional search and rescue systems and promoted their importance through the SAR Letter of Intent that was signed during the event by four regional countries. ■

RACVIAC Deputy Director visited Spangdahlem Air Base

RACVIAC Deputy Director visited the Spangdahlem Air Base on June 27 to get an insight into the daily maintenance and operations of the combat air base. The visit was part of the Vienna Document '11 Agreement, which is a politically binding measure designed to enhance confidence and security among the participating nations.

Participating countries included nations with air forces that operate in the territories, surrounding sea areas and air spaces of Europe and central Asia. The open demonstrations of military capabilities and resources are designed to foster trust, which in turn enhances regional peace and stability. The participants toured different areas of the base to observe the 52nd Fighter Wing's daily operations. Afterwards, based on the wing's performance, they discussed whether or not the U.S. government had met the obligations of the Vienna Document '11. This was the first time that Spangdahlem directly supported the Agreement. ■

Meetings

The 29th MAG and Budgetary Meeting conducted



The 29th MAG and Budgetary Meeting, the semi-annual meeting of RACVIAC's steering body - the Multinational Advisory Group (MAG), took place in Rakitje, from 15 to 16 April 2013. The meeting, gathering the majority of MAG member countries, as well as a representative of the Regional Cooperation Council, was organized under the Croatian Chairmanship of MAG. It started on Monday, 15 April, with the Budgetary Meeting, which gave an opportunity to MAG representatives to discuss all relevant issues regarding RACVIAC Budget for 2013 and projections for the future.

Opening the meeting, Ms Vesna Batistic Kos, MAG Chairperson and Assistant Minister for Multilateral Affairs and Global Issues at the Croatian Ministry of Foreign and European Affairs (MFEA), highlighted the main achievements made during the first few months of her mandate, such as signing of the Host Nation Agreement between RACVIAC and the Croatian Government and assigning a diplomat to the Centre by the Croatian MFEA in order to facilitate cooperation between RACVIAC and the host nation. She also pointed out that with the project oriented approach RACVIAC had a huge potential not only to conduct the planned programme activities, but also to broaden the scope of its cooperation within the network of international and regional organizations. “As a regionally based, staffed and owned organization, RACVIAC is an excellent platform for increasing regional security and cooperation”, Ms Batistic Kos said.

The meeting Agenda consisted of a brief presentation of the Director's Annual Report provided by the Director of RACVIAC Ambassador Branimir Mandic, who highlighted the most important accomplishments in the reporting period, especially those concerning intensified communication and cooperation with the member countries and international and regional organizations and initiatives. He informed the participants about the Centre's intention to expand its scope of activities and a network of partners and co-operators with the aim to secure sustainable funds and long-term partners. He also presented some of the biggest challenges for the Centre, particularly those regarding the secondment of personnel.

Brigadier General Zdravko Jakop, RACVIAC Deputy Director, informed MAG representatives about the personnel situation in the Centre, stressing that during 2013 a significant number of seconded personnel was leaving, while for some of them there were no replacement plans.

The Deputy Director's presentation was followed by the presentations given by RACVIAC Programme Managers, Colonel Zafer Kilic, Mr Branko Kromar, M.Sc., and Mr Milan Janicijevic, who outlined respective programme achievements in 2012, activities in 2013 and projections for 2014. In addition to that, Major Sasa Konjevic informed MAG about the work of RACVIAC Programme Development Group, introducing a project oriented approach.

Subsequently, MAG accepted recommendations form the Budgetary Meeting held on the previous day, as well as draft MAG conclusions.

The event was closed with the conclusion that in 2012 RACVIAC continued to be a widely recognized brand in the field of security cooperation in the region of South Eastern Europe, having at the same time very ambitious plans for the future. ■



Interview with Eric May, independent Media Consultant, on the occasion of Strategic Communication Conference held in Skopje



The term strategic communication has become popular in the last 20 years. How would you define it?

Strategic communication is communicating with an "agenda" in mind.

What do we need to communicate strategically? What are the basic prerequisites for it?

The "agenda" can be about the image of the organization, to influence legislation, policy, funding, etc. The prerequisites are clear outcomes and deciding how to get there. Before the strategy can be developed, the outcomes have to be clearly spelled out. Then it's a matter of mapping the best way to reach them.

A Strategic Communication Plan is the first step in establishing communication activities. What kind of a framework should this plan set out?

The first thing to consider is which target audiences you want to reach. The next step is to decide the best ways to reach them. Third, define the messages that will help you reach the outcomes you've outlined in your plan, and just as importantly, how they are to be expressed differently, i.e. tailored for specific audiences. Finally, with an effective strategy there is a follow-up: did the message reach the intended audience? And was it effective?

In your opinion and professional experience, what are the most important and/or the most difficult communication actions?

Certainly one of the most difficult things for large organizations to communicate is to admit a mistake has been made or deliver bad news. This is especially true in cases where lots of money, resources and egos have been involved. Many large organizations also seem to have difficulty communicating how specific actions will affect the lives of ordinary people, and expressing in clear, understandable terms why people should care. One of the biggest challenges is "proving relevance" to your target audiences. Too often, the attitude is "what I have is what you want." That's a recipe for communications failure every time.

What are some basic principles of effective communication? How can one reach the target audience more efficiently?

First, recognize that communicating effectively is hard. Communication always demands a result, an action, at minimum it demands understanding. Simply saying you are "informing" people isn't enough. Information is not communication; communication is perception. In other words, it's not what you know, but how you express it, that is decisive in your audience understanding it. Understanding what you are saying doesn't guarantee they'll believe you, which is a completely separate issue. But if you want your audience to hear you, you have to express your ideas in terms your audience understands. To do that means thinking a lot about your audience in advance, understanding what is important to them, and "framing" your ideas in those things. Doing that kind of thinking and putting it in practice is very resonant for audiences and can be persuasive; not doing it will have the opposite effect. Failure to communicate is usually the fault of the communicator.

Today the news media (the long established newspaper, radio and television media, news outlets) are simply forced to pay close attention to what is happening online. The Internet and social media, such as Facebook, Twitter, blogs, Flickr, podcasts are increasingly used to spread messages. What are the advantages and disadvantages of this kind of communication?

Certainly more and more large organizations, powerful interests and politicians are using social media and the Internet to go around the established news media to "speak directly" to the public. That's an advantage to getting your message out there because the barriers are

so low, and it should definitely be pursued. However, to reach large audiences, the established news organizations (which, of course have their own online presences) should be the prime focus of your outreach because they remain the primary source for news and information for the public, and by their nature will have much wider audience acceptance for your message than a blog, video or social media page generated independently by an organization, interest group or political party.

Could you outline some techniques to make online news content more compelling for audiences?

We are still in the “Charlie Chaplin” phase of the new medium called “online” and how to make it consistently compelling for audiences is still being discovered. Most people see now that online content is a unique medium, unlike anything that has come before. I'm sure that just as cinema, television, radio and print have their own well established rules for engaging audiences, similar rules and patterns will emerge for online content. Right now one of the most important qualities for online audiences is that the material feels “authentic” - it's real, and it's about real-life. That includes not only the content but especially the visual language. Successful online content is not “polished” like broadcast piece and is the polar opposite of the kind of formality we see in a press release or press conference. Emotion is another important element in compelling online content and a big reason why it is shared. Online audiences also want to “engage” with the content, to comment on it, share it and most of all see evidence that their engagement is being recognized and even reacted to; that's a unique characteristic of effective content online. Finally, good design (known as platform “usability”) is essential. The website or online content platform must help the audience find what they want easily, intuitively and quickly or they simply will not engage with it.

At the Conference on Strategic Communication held in Skopje in late May 2013 you delivered a presentation on effective communication in a crisis. What does a proper Media Crisis Plan need, what are general principles to be followed?

In Skopje I suggested developing a “synchronized” crisis communication strategy, which was spelled out in a report on Strategic Communication (Murphy and Kerr, 2006) presented to the U.S. Army War College. In the synchronized approach, the commander identifies the objectives, which are expressed by the spokesman, who is kept constantly informed with precise, consistent and accurate information; the release of information should be decentralized to subordinates, multiple communicators who can answer questions and reinforce the main messages, which complement the spokesman's

statements; and finally to schedule multiple news briefings to meet the requirements of the news cycle and a continually updated presence on social media. It's also very important to understand the power of images, and to understand that images send powerful messages, both positive and negative. The bottom line in a successful crisis communications strategy: it is the leader, the senior military commander, who exemplifies the behaviour.

You frequently mentioned “balanced and fair reporting”, while you also said you didn't believe in objective reporting. Could you elaborate on that?

I don't believe in objectivity. I do believe that top journalists work very hard to be “objective” and that is reflected in the quality of their reporting. But objectivity is subjective and subject to interpretation. So I prefer to think in terms of “balance” and in broadcast news that is expressed in terms of time. That means deliberately thinking about how much time in a story or broadcast is devoted to the various opposing sides of an issue. The goal should be to try structure your stories and broadcasts to be as balanced as possible, expressing “objective” reporting in terms of the time devoted to the various aspects of any one issue.

You are a world-renowned storytelling expert. What is your secret? How do you know what the audience wants?

Audience tastes change, but their desire for stories remains pretty consistent. “Beginning, middle, end” has been with us for a couple of thousand years and it's still here. Compelling stories are not about big issues, government policies, or the actions of powerful interests; they are about how an ordinary person is affected by an issue, a government policy or the action of powerful interests. An ordinary person in an extraordinary situation; in a war zone, in a hospital room, at the scene of a natural disaster or the victim of a financial crisis is compelling. “What if it was me?” is very resonant for audiences. ■

Eric May has been called “the best trainer working in Europe today.” His enthusiasm, deep knowledge, and practical innovations have helped clients in more than 30 countries on four continents.

News organizations, international development agencies, scientific institutions and global businesses work with Eric to build audience share, express complex ideas effectively and clearly tell a compelling story.

An accomplished producer and documentary film maker, Eric's passion for storytelling in television news has been recognized with the broadcast industry's highest honor, the Emmy Award.

Eric is a teacher at the University of Freiburg in Germany and lectured for several years at Stanford University in Palo Alto, California. His website is www.ericmay.info.

Workshop on Border Security

Co-organized with DCAF Office Ljubljana



The second “Workshop on Early Warning Messages and Regional Risk Analysis”, under the DCAF Border Security Programme, co-organized by DCAF Ljubljana and RACVIAC - Centre for Security Cooperation, was conducted in the period of 08 - 10 April 2013.

The workshop was a follow-up to the meeting held in Ohrid, MK, in September 2012, with the aim to facilitate intelligence-led policing in the Western Balkans pertaining to the areas falling under the responsibility of border police. Based on the outcomes of the Ohrid Workshop, DCAF experts have designed a logical structure of the relational data base management system, all the necessary code tables and data management processes of the world-wide-web application for the management of the early warning messages, which enables on-line data and information inputs.

Opening the workshop, RACVIAC Director Ambassador Branimir Mandic said that the Centre was aware of the role and importance of international cooperation in creating a positive image of developing effective and efficient police systems as well as border security.

This event, aimed at technical and substantial training in the use of “Border Sentry”, a web application for the management of the early warning messages that enables on-line data and information input, brought together police experts and police practitioners from Albania, Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia*, Montenegro, Slovenia and Serbia. The workshop also focused on the criteria under which national information is to be given the status of early

warning information, important for other participating countries and therefore uploaded to “Sentry”.

The entire workshop was operationally oriented and focused on realistic scenario data input to the border “Sentry” application, possible changes to the application and on additional technical issues (screen-text language application, information-text language, geographical data input, etc.). There was an extensive discussion on the goals, methods, outputs and use of descriptive and inferential statistics as a tool for providing real-time risk analyses.

Since all the participating countries have their national early warning systems and are obliged to send data to FRONTEX on a monthly basis, this was also an opportunity to discuss how to harmonise the data needed for national use with FRONTEX in order to avoid duplication. Some legal aspects of the “ownership” of information available through the application were also discussed. Since the application is still in the testing phase, it will certainly undergo some changes and enhancements in the upcoming period.

All participants agreed that this application would be very useful for the authorized personnel, since it would enable them to have all the necessary information on illegal migration, drug and arms trafficking, counterfeiting, forged identity and travel documents in the region readily available in a timely manner.

It was concluded that the DCAF Working Group on Early Warning Messages and Regional Risk Analysis would continue, in cooperation with the beneficiary states, with the good practice of exchanging early warning messages and alerts on criminal activities at the border crossing points, but at the same time prepare for the full implementation of Border Sentry. It was suggested that an additional Memorandum of Understanding (MoU) should be prepared in order to provide a legal basis, as well as to provide for the issues such as data ownership, data administration, location of the server, procedures, etc. The proposed solution of the MoU will be presented at the Meeting of Chiefs of Border Police Services and Heads of Cabinets of Ministries of the Interior/Security taking place in May 2013. ■



* Turkey recognizes the Republic of Macedonia with its constitutional name.

Seminar on P(M)SC / National Security Sector

A two-day seminar on P(M)SC / National Security Sector, organized by RACVIAC - Centre for Security Cooperation, was conducted in the period of 23 - 25 April 2013.

Bringing together more than 30 participants from South Eastern Europe, members of parliaments, representatives of ombudsman institutions, ministries, chambers of commerce, private security companies, NGOs, academics as well as experts from DCAF Geneva and various national institutions and think-thanks, the seminar addressed several issues related to P(M)SCs and their activities, performance, transparency, accountability, etc.

Divided into three panels, the seminar provided participants with relevant general information on the history and growth of P(M)SCs. It also outlined the changing nature of P(M)SCs and their impact on civil-military relations, gave an overview of the pros and cons of using P(M)SCs and of some lessons learned from privatizing and outsourcing security. The participants were acquainted with the options available for effective regulation of P(M)SCs and international regulations, such as the Montreux Document and International Code of Conduct for Private Security Service Providers. The seminar was also an opportunity to exchange the information on the current



applied to the activities of private military and security companies whenever these are present in the context of armed conflict.

Today the Montreux Document has 44 implementing States. It is worth mentioning that only 4 RACVIAC Member states, namely AL, BA, GR, and MK, have joined the Document so far.

A step forward in taking the responsibility to respect human rights and to comply with international humanitarian law aimed at all those affected by P(M)SCs has been made by 603 private security companies that have signed the International Code of Conduct for Private Security Service Providers.



trends related to the experiences of regional countries with P(M)SCs from the academic as well as private security companies' point of view.

On the second day special emphasis was given to the options for effective regulation of P(M)SCs at the international level and to national experience with transposing international regulations to national legislation. In that regard, DCAF project officers Mr Ben Buckland and Mr André du Plessis gave very comprehensive presentations on the latest developments with regard to the Montreux Document and International Code of Conduct for Private Security Service Providers.

They reminded the participants that the Montreux Document was the first international, legally non-binding document

The establishment of an oversight mechanism of P(M)SCs is the main problem that stakeholders are facing nowadays. In February 2013, agreement was reached on the Charter for the Oversight Mechanism of the International Code of Conduct for Private Security Service Providers (ICoC). The purpose of this independent governance and oversight mechanism, which will be based in Geneva, is to ensure certification of the PMSCs' compliance with international CoC-based standards, reporting, monitoring and assessing performance of private security providers as well as the adoption of a third-party complaint process. The oversight mechanism will probably be formally launched and established in the summer of 2013. ■

Basic Regional Search and Rescue Course conducted

Hosted by the Ministry of Defence of Bosnia and Herzegovina

As a follow-up to the events organized by RACVIAC in 2011 and 2012 and dedicated to the topic of search and rescue in South-Eastern Europe, a “Basic Regional Search and Rescue Course”, hosted by the Ministry of Defence of Bosnia and Herzegovina, was conducted from 23 to 25 April 2013 in Sarajevo.



Recognizing the importance of efficient Search and Rescue (SAR) structures, national and regional alike, as one of the security issues that should be further discussed and explored, in addition to conducting a basic SAR training, this year's event was also aimed at signing the Letter of Intent of RACVIAC member countries in order to further promote and strengthen regional cooperation on search and rescue.

The course, supported by the tactical Air Command of the Kingdom of Denmark, gathered some 30 participants from RACVIAC member countries, civilian and military officials at decision-making levels and experts representing relevant national institutions dealing with SAR issues, such as Defence/Armed



Forces, national RCC authorities, national Directorates for Search and Protection, Civil Aviation Authorities, Ministries of the Interior, Civil Emergency Management Authorities, etc.

Opening the course, RACVIAC Director Ambassador Mandic highlighted that search and rescue issues had grown in importance in light of recent major natural disasters and accidents and the number of human losses resulting therefrom. He pointed out that close cooperation and coordination among countries had become mandatory in order to ensure successful search and rescue

operations.

The opening part of the course was concluded with the signing ceremony of the Letter of Intent. Signed by Albania, Bosnia and Herzegovina, Montenegro and the Former Yugoslav Republic of Macedonia*, the letter aims to further support the establishment of national requirements and legal basis for initiating regional and bilateral cross-border search and rescue cooperation. It is also aimed at establishing national and regional level of interdisciplinary SAR working groups responsible for processing and implementing search and rescue.

The course focused on the SAR concept, terms of reference documents, international SAR organization obligations, SAR working group mandate and tasks, national SAR laws and national SAR providing authority agreements.

During the course the Ministry of Defence of Bosnia and Herzegovina organized a visit to the military airbase Rajlovac, where the participants could see the available SAR equipment and capabilities as well as a live SAR exercise that was demonstrated by two helicopters.

The course was closed with several remarks and proposals for future consideration, such as the identification of SAR-related, state-financed agencies and agencies financed at a municipal level; identification of national SAR providers: pictures, capabilities, position, alert status, contact details and scramble procedures; pinpointing specific SAR problem areas; training experiences and needs; cross-border initiatives, etc.

A follow up to this event, “SAR Mission Coordinator Course”, is expected to take place at the Tara Mountain resort in the Republic of Serbia, most probably during the September of 2013. ■

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Workshop on defence procurement

Hosted by the MK Ministry of Defence

Co-organized by RACVIAC - Centre for Security Cooperation and TAIEX - Technical Assistance and Information Exchange Instrument of the European Commission, and hosted by the Ministry of Defence of the Former Yugoslav Republic of Macedonia*, a workshop on the “Aspects and Challenges of Defence Procurement” took place in Skopje from 06 to 08 May 2013.



The purpose of the workshop was to discuss and share information on the aspects and challenges concerning defence procurement, focusing on corruption as one of the issues that needs special attention. The workshop was also aimed at supporting and fostering the capacity-building process, exchange of experiences and best practices in the field of defence procurement.

The workshop was opened by Mr Sasho Stefanoski, State Secretary in the MK Ministry of Defence, and by Mr Lukas Melka, Head of Operations 1 Section, EU Delegation in Skopje, who underlined that more than 40 defence markets had been fragmented and that there were currently 27 different types of consumers and legal frameworks in the EU. Mr Melka also stressed that the goal should be the establishment of a single set of procurement rules in the European Union.

On behalf of the Director of RACVIAC, Mr Milan Janicijevic, acting Programme Manager of the IRC Pillar, outlined that gradual establishment of defence equipment market was essential for strengthening technological and industrial defence base and

developing military capabilities required to implement a national system and to be in alignment with the European Security and Defence Policy.

The workshop gathered a total of 45 participants: civilian and military officials representing the Ministries of Defence, Ministries of the Interior, Ministries of Justice, Public Procurement Bureau, State Appeals Commission, State Anti-Corruption Commission and State Audit Office.

The workshop was aimed at strengthening defence procurement organization, discussing the definitions, scope and principles of the European Public Procurement Policy as well as the Offsets and Defence Procurement Directive 2009/81/E. More specifically, the event was an opportunity to discuss the financial and procurement rules of the European Defence Agency, security of supply for defence and security procurement, as well as to share best practices in fighting corruption in defence procurement and anti-corruption policies and strategies among the EU candidate and potential candidate countries.

Highly competent speakers included Mr Lukas Melka, a representative of the Delegation of the European Union; Mr Burkard Schmitt, defence expert, Unit C3, DG MARKT of the European Commission; Mr Steen Jensen, senior legal expert from the Kingdom of Denmark; Mr Philippe Le Louran from the French Ministry of Defence; Dr Aris Georgopoulos, Head of Defence and Strategic Procurement Research Unit, the School of Law, University of Nottingham, UK; Mr Sebastien Pechberty, legal advisor in the European Defence Agency; Mr Alan Waldron, Transparency International, Defence and Security Counter-Corruption Programme, UK; Mr Norbert Dippel, HIL GmbH, Bonn, Germany. ■



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Oslo Convention workshop

Co-organized with the Government Office for Mine Action of the Republic of Croatia, the Norwegian People's Aid and the MK Ministry of Defence



Co-organized with the Government Office for Mine Action of the Republic of Croatia, the Norwegian People's Aid (NPA), the Ministry of Defence of the Former Yugoslav Republic of Macedonia* and RACVIAC - Centre for Security Cooperation, a two-day workshop on the Implementation of the Convention on Cluster Munitions (also known as Oslo Convention) was executed in the period of 13 - 16 May 2013 in Skopje.

This was the fifth activity related to Cluster Munitions organized by RACVIAC and its partners. The purpose of this workshop was to share the latest developments related to the implementation of the Convention on Cluster Munitions.

The workshop gathered some 30 participants representing the SEE countries, as well as other countries and international organizations, such as Albania, Bosnia and Herzegovina, Belgium, Croatia, Germany, the Former Yugoslav Republic of Macedonia*, Montenegro, Norway, Serbia, Spain, Norwegian People's Aid, a Youth for Peace NGO.

The Workshop was divided into two main parts. The first part was held in the conference room and focused on the latest developments in the implementation of the Convention, while the second part included a field visit.

Ambassador Steffen Kongstad, Permanent Representative of Norway to the UN Office in Geneva, President of the 3rd Meeting of States Parties (3MSP) to the Convention and our special guest, shared national and personal experience on the 3MSP held in Oslo, Norway, in September 2012. Mr Lee Moroney, Programme Manager with the Norwegian People's Aid, outlined the NPA Shadow Programme. Furthermore, Mr Emil Jeremic, Regional Director for Southeast Europe, NPA, presented the NPA's projects aimed at surveying and clearance of areas affected by cluster munitions in the SEE.

Representatives of the regional countries, namely of Bosnia and Herzegovina, Croatia, the Former Yugoslav Republic of Macedonia* and Montenegro, reported on the progress made

in their countries. According to the reports, great progress has been made. However, there are still some areas affected by remnants of cluster munitions covering 11 km² in Bosnia and Herzegovina, 4.3 km² in Croatia and 1.7 km² in Montenegro. In February 2013, the Former Yugoslav Republic of Macedonia* signed a Memorandum of Understanding with the NPA, which regulates a joint project aimed at complete destruction of cluster munitions stockpiles held by the Former Yugoslav Republic of Macedonia*.

It was also noted that while it had not signed the Convention yet, the Republic of Serbia hoped to have a positive political decision. It is worth mentioning that Serbia has been working with the NPA for three years on a clearance project in the southern part of the country. As a result, the suspected hazardous area was reduced to 7.3 km² and the clearance should start soon.

A brief outlook from the perspective of the SEE was given by LtCol Iñigo Laquidáin, Spanish Verification Unit Chief of Operations, who recounted the challenge his country faced in using the industrial method to destroy all cluster munition stockpiles.

During the second part of the Workshop participants visited the storage site in Erebino and the training area Krivolak. In Erebino participants were briefed on and observed the disassembling of M93 mortar bombs and BKF dispensing canister containing AO 2.5RT sub-munitions, the two kinds of cluster munitions to be destroyed by the Former Yugoslav Republic of Macedonia*. The demonstration of the disposal process continued in the Krivolak training area with checking of demolition pits and observation of destruction of sub-munitions by open detonation.



Although progress is evident, the workshop was closed with the conclusion that there were still some areas in the SEE countries suspected of contamination with cluster munitions. Therefore, clearance and destruction of stockpiles remain important and urgent tasks. ■

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Conference on Women's Role in Border Management

Being aware that mainstreaming of gender issues is a key to the effectiveness and accountability of the security sector, RACVIAC organized a conference on “Gender and Border Management/Peace and Security: Promoting Women's Role” in the period of 19-20 May 2013.

The purpose of the conference was to bring together representatives from South East Europe and provide them with relevant general information on the subject matter and on the new trends in border management deriving from the needs of the SEE countries, thus contributing to human rights protection and the rule of law as the responsibility of border management institutions.

The event highlighted the benefits of integrating gender issues into border management, possible ways and tolls of advancing the role of women in border policing in South East Europe and enhancing gender mainstreaming and equality.

Opening the conference, Ambassador Mandic pointed out that border control activities could have potentially positive and negative consequences for the relevant actors, local



population in the area of operation, general security environment, enjoyment of human rights and the rule of law. He also added that the integration of gender issues into border management reform processes could enhance operational effectiveness by contributing to effective and gender-responsive human trafficking training, enhanced recruitment of women in border management agencies, improving the prevention and detection of human trafficking and smuggling, strengthening the protection and promotion of human rights, resulting in more representative border management institutions and enhancing local ownership, oversight and collaboration.

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The conference gathered more than 30 participants representing Bosnia and Herzegovina, Croatia, Montenegro, the Former Yugoslav Republic of Macedonia*, Slovenia, Turkey, NATO, SEESAC and other institutions engaged in human rights protection in the SEE region. Among others, the conference attendants included Ms Visnja Ljubicic, Ombudsman for Gender Equality of the Republic of Croatia, Col Harald Hiorth, Deputy Commander, NATO HQ Sarajevo, Ms Ankcia Tomic,

Deputy Director, the Gender Equality Agency of Bosnia and Herzegovina, Ms Vanja Matic, Coordinator/Gender PM, NATO HQ Sarajevo, Ms Lidija Pentavec, Ministry of Interior, the Republic of Croatia, Mr Beno Arnejcic, PhD, Primorska University, the Republic of Slovenia, Ms Danijela Djurovic, Project Officer/Advisor, SEESAC.

During the discussions the UN SCR 1325 and 1820 were acknowledged as important tools in policy making and regional mainstreaming. Ensuring equal participation of men and women in governance is part of international obligations and more attention has to be paid to public awareness raising, gender training and capacity building as well as to the establishment of gender-sensitive policies, protocols and procedures.

Although more women are needed in the security sector in order to address women's and men's needs and priorities adequately, there is obvious lack of women in the command and management positions in all SEE countries. The data clearly indicate that more needs to be done on the implementation of national action plans as well as networking and information exchange.

Promoting equal opportunities for women and men remains a big challenge for independent state institutions in their efforts to work together towards the elimination of discrimination, especially at the time of the economic and financial crisis and its effects on gender issues. ■

Dayton Article IV Course finished

Organized in cooperation with the Organization for Security and Co-operation in Europe (OSCE)

Pursuant to RACVIAC 2013 Programme, the Cooperative Security Environment Pillar carried out the Course “Dayton Article IV” in the period of 26 - 29 May 2013.

This was the first time that the course was entirely carried out in the “local” language with a view to more accurate training, due to the fact that in practice inspections of the declared sides are also carried out in the local language.

The purpose of this course was to instruct designated participants on how to successfully perform their duties as



inspectors and/or escorts pursuant to the Agreement on Sub-Regional Arms Control and to establish a common understanding of the Agreement in order to foster mutual trust, confidence and transparency during the performance of inspections. The emphasis was put on the training of the inspectors.

Gathering more than 30 participants coming from Albania, Bosnia and Herzegovina, Croatia, Germany, the Former Yugoslav Republic of Macedonia*, Montenegro, Poland, Serbia and the OSCE, the course provided a multinational forum for training personnel, while also serving as a platform for discussions on relevant issues related to the Agreement, such as the transfer of ownership. Additionally, the theoretical phase included a detailed analysis of Article IV of the Agreement, Protocols on Reduction and Inspection, as well as the POET and preparation of a

training inspection of a declared site and practical advice about inspection and/or escort duties.

The practical part included a training inspection of the declared site in the Croatian Armed Forces Artillery-Rocket Regiment in Bjelovar, enabling participants to practice the roles of inspectors and escorts.

During the practical part, the participants were divided into two teams. Each team was part of a training inspection - one in the role of inspection team and the other in the role of escort team in the selected OOI (Object of Inspection) under the following procedures:

- Preparation of the inspection
- Execution of the inspection
- Debriefing: evaluation of the inspection and lessons learned.

The course was closed with the speech of the Personal Representative of the OSCE Chairperson-in-Office for Article IV, Annex 1-B of the Dayton Peace Agreement, Major General Michele Torres, who indicated the way ahead and maturity of the States Parties to gradually take over the ownership of the Agreement.

Once more, the Dayton Article IV Course proved to be a valuable instrument for fostering mutual trust, confidence and transparency among the regional countries. ■



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Conference on Strategic Communication held in Skopje

Co-organized with the Regional Cooperation Council Secretariat, MK Ministry of Defence, NATO Public Diplomacy Division and the Croatian Radio and Television

A two-day Conference on Strategic Communication was organized in Skopje, MK, from 26 to 28 May 2013. This was the third consecutive event dedicated to enhancing dialogue and cooperation between the security sector institutions and public media. The conference was co-organized by RACVIAC - Centre for Security Cooperation, the Regional Cooperation Council Secretariat, the Ministry of Defence of the Former Yugoslav Republic of Macedonia*, NATO Public Diplomacy Division and the Croatian Radio and Television.

The purpose of the event was to deepen and underpin cooperation and communication between representatives of public relations agencies in security departments and public media services from the SEE region and international organizations and partners with the aim of encouraging more open relations and environment in the region.

The conference gathered more than 30 participants - spokespersons and representatives of the ministries of defence of the regional countries, representatives of public media services, as well as organizations such as the RCC, OSCE, MNIIE (Multinational Information Operations Experiment) and independent media experts, thus serving as a forum for the exchange of views, information and ideas focusing on different aspects of strategic communication.

Ms Cathie Burton, Spokesperson from the Press and Public Information Section, OSCE Secretariat, delivered a presentation entitled "The Half Hour Guide to Strategic

Communication". She explained what was needed for creating good communication and what methods were the most appropriate. She also pointed out that the best communicators were those with integrity, but who always keep changing and looking for ways of doing it. She concluded that strategic communication was not only a skill but also a science.

In the continuation, Ms Dinka Zivalj, M.Sc., Spokesperson, Regional Cooperation Council, delivered a presentation on "Developing a Communication Strategy" and Lt Col Dirk Schweickhardt from the International Policy and Doctrine, MNIIE, Germany, described "The Narrative Construct", a MNIIE approach to narrative development within coalition operations.

Strategic communication as part of the national security strategy and national approach to communicating strategically was outlined by the host nation representatives, Mr Sasho Kuzmanovski from the MK MoD Analysis Section and Col Tome Trajkov from the MK Army General Staff.

The conference continued with the views and experiences of the public media related to their relationship and communication with the security sector institutions. Some innovative approaches and new resources, tools and channels of communication were also outlined.

The presentations on the use of social media and the benefits of using them, which were delivered by Mr Mirko Stular from the Slovenian Radio Television and Mr Tomislav Spoljar from the Croatian Radio Television, prompted a comprehensive and interesting discussion. The last presentation was dedicated to effective communication in crisis situations and was delivered by Mr Eric May, an Emmy Award winning media consultant.

The conference was closed with a unanimous conclusion that this and similar events were truly beneficial, as they provided a platform for discussing difficulties related to strategic communication and setting proper strategic objectives, but also for deepening the dialogue and cooperation between security institutions and the public media. ■



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Workshop on Prevention of Corruption

Co-organized with the Montenegrin Ministry of Justice/Directorate for Anti-Corruption Initiative and the EU Commission TAIEX instrument

A two-day workshop “Prevention of Corruption: Implementation of Integrity Plans” co-organized by the EU Commission TAIEX instrument, Montenegrin Ministry of Justice, Directorate for Anti-Corruption Initiative and RACVIAC was conducted in Podgorica, Montenegro in the period of 04 - 06 June 2013.

The event was aimed at getting together practitioners from specialized anticorruption authorities and other relevant state institutions to discuss and share best practices on the common issue of concern: implementation of integrity plans.

Since the prevention of corruption is one of the most important measures in the process of integration of candidate and potential candidate countries into the EU, this event was also an opportunity for improving cooperation, coordination and information sharing, as well as increasing understanding of the major causes of this phenomenon by sharing best practices among the countries of the region. The workshop also aimed to provide a platform for discussing the current status and challenges in the development and implementation of national integrity plans as well as regulations on lobbying.

The event gathered 56 participants, officials at a decision making level and experts dealing with the activity subject matter and representing national institutions, ministries and anti-corruption authorities from the region as well as representatives of the EU countries and the EU delegation in Podgorica.

The workshop was opened by Ms Vesna Ratkovic, Director of the Directorate for Anti-Corruption Initiative, Mr Alberto

Cammarata, Head of Political Section, EU Delegation, and Ambassador Branimir Mandic, RACVIAC Director.



In his opening speech, Ambassador Mandic said that the EU had intensified its dialogue on the rule of law and the fight against corruption in respect of candidate and potential candidate countries. He added that the aim of the dialogue on the rule of law was to strengthen benchmarking aimed at enhanced transparency at earlier stages of the accession process as well as building capacities and establishing effective tools for fighting and preventing corruption in respective countries.

The workshop was divided into the following four panels: Survey of the EU anti-corruption policy: developments and achievements; Integrity plans and measures in the public sector: legal frameworks in the EU and SEE; Practical effects: capacity building of public administration by implementing integrity plans (lessons learned and challenges); Legal frameworks of lobbying and raising the level of institutional integrity. ■





Major Hektor Mema from the Albanian Armed Forces was assigned as Subject Matter Expert to the Cooperative Security Environment Pillar at RACVIAC in April 2013.

He was born on the 24th of February 1972 in Peshkopi, Diber, Albania. Prior to joining RACVIAC, Major Hektor Mema served as Planning Officer at the Planning and Programming Group (G-5/8) of the Albanian Land Forces.

He graduated as a CO in 1994 in the military branch of Special Forces. He served at the Albanian Special Forces Brigade (Regiment 2002-2010) for 16 years. In 1998 he completed a Parachute Course in Athens, Greece.

During the years 2008 and 2010 he participated in Iraq's Freedom Mission - in 2008 as the 11th Albanian Contingent cdr and in 2010 as Military Advisor to the Iraqi Commanders and Staff at the Iraqi Joint Staff College in Baghdad.

He lives in Tirana with his parents and his daughter. His hobbies include music, languages, skydiving, scout sports, etc. ■

Capt Vlatka Jakupec joined RACVIAC - Centre for Security Cooperation as a Chief of Administration and Finance Cell on 15th May 2013, after completing her tour of duty with the NATO in Afghanistan (ISAF).

Prior to joining RACVIAC Capt Jakupec held the position of Staff Officer for Programmes in the Planning Department of the Croatian General Staff. She started her military career as a Chief of Budget Cell in the 1st Corp of the Croatian Army years ago, after which she held the position of Financial Staff Officer in several Croatian General Staff Departments.

Captain Jakupec likes reading, watching comedies and gardening. ■



Mr Vasileios Kotsis from Greece joined RACVIAC as an intern on 22nd May 2013. He has been assigned for a three-month period to RACVIAC's International and Regional Cooperation with focus on European and Euro-Atlantic Integration Pillar (IRC Pillar).

Mr Kotsis was born in Athens in 1977 and holds a Bachelor of Arts degree in psychology and a Minor in biology from The American College of Greece - DERE, Athens. He is currently doing his Master's degree in European studies at the Faculty of Political Science in Zagreb.

Mr Kotsis used to work as an assistant and tutor assistant in biology and psychology at DERE, as well as a professional photographer, freelance reporter, translator and researcher.

He is fluent in English and has intermediate knowledge of Croatian. ■

Ms Marija Zuzek, M.Sc., seconded by the Serbian Ministry of Defence, took over her post as RACVIAC Programme Manager of International and Regional Cooperation with focus on European and Euro-Atlantic Integration Pillar on 17th June 2013.

Ms Zuzek started her professional career as an educational broadcast editor, screenwriter, and author for the Serbian Radio and Television in 2006. Starting from 2010, she worked as an advisor for international cooperation and regional initiatives at the Department for International Military Cooperation, Defence Policy Sector of the Serbian Ministry of Defence.

Ms Zuzek holds a Master's degree in International Diplomacy from the European University in Belgrade. She is currently completing her PhD studies at the Faculty of Security Studies, Belgrade University, with a PhD thesis on ethnical conflicts.

She is fluent in English and Slovenian. ■





After more than two years of service, **Major Sasa Konjevic** left RACVIAC on 30 June 2013 to take up a new assignment in the Armed Forces Of Bosnia and Herzegovina. During this time, he displayed extraordinary abilities and initiative, always going above and beyond to complete his tasks. His outstanding performance, organizational skills and communication abilities, professionalism, military bearing and courtesy of the highest standards made him an indispensable asset to the Centre. He also demonstrated in-depth knowledge of cyber security issues and extraordinary ability of analyzing the situation in the region and predicting future trends and developments.

Thus, we would like to thank him and wish him all the best in his future career. ■

Major Kasim Podzic, seconded to RACVIAC by Bosnia and Herzegovina, finished his tour of duty as Subject Matter Expert in International and Regional Cooperation with Focus on Euro-Atlantic Integration Pillar on 30 June 2013. He spent two and a half years holding this position. During this time, he demonstrated outstanding performance, organizational and communication skills, along with an in-depth knowledge of international and regional security cooperation issues. With his professionalism, military bearing and cordiality, Major Kasim Podzic was a valuable addition to the Centre. We wish him all the best in his private and professional life. ■



Major Zdenko Vidakovic from the Armed Forces of Bosnia and Herzegovina finished his tour of duty in RACVIAC on 30 June 2013. Major Vidakovic served in RACVIAC as Subject Matter Expert for Security Sector Reform for two and a half years. During this time, he displayed extraordinary abilities, always completing his tasks with great dedication and skills. His outstanding communication and organizational abilities, along with his intricate knowledge of a wide range of security sector reform issues very much contributed to the smooth performance of the SSR Pillar activities. At all times he demonstrated professionalism, military bearing and courtesy, proving to be a very good colleague and a team player. Major Vidakovic's enthusiasm, discipline and devotion to his duty at RACVIAC were highly appreciated and working with him was a genuine pleasure. We wish him continued success in his future career and his private life. ■

Forthcoming events

Regional Commodity Identification Training for Dual-Use and Military Goods	16-18 July 2013
Border Management Capacity Building: “Meeting of the DCAF Schengen Integration Task Force”	09-12 September 2013
Intellectual Emigration Effects and Implications on the Socioeconomic and Demographic Development	09-11 September 2013
European Union External Border Regime	11-13 September 2013
CSBM: Oversight and Building Integrity of Defence Institutions, expanded	17-19 September 2013
Effective practices of the implementation of UNSCR 1540	18-20 September 2013
NATO Quiz Competition	27 September 2013
Search and Rescue (Joint Regional SAR Development)	TBD September 2013
Workshop on Customs Procedures and Licensing Issuance: Integrating the National Processing of Dual Use Goods and Conventional Weapons through Information Sharing	01-03 October 2013
Autumn MAG Meeting	09-10 October 2013
Annual Meeting of Regional Parliamentary Defence and Security Committees	15-17 October 2013
Regional Computer Emergency Response Teams Conference	TBD 16-18 October 2013-07-11
Arms Control Symposium	22-24 October 2013
Modern Civil Protection Systems and New Global Challenges	29-31 October 2013
Parliamentary Oversight: Conference on OSCE Code of Conduct	TBD October 2013
Organized Crime and Global Counter Terrorism Conference/ Critical National Infrastructure Protection, Security & Resilience	04-05 November 2013
Physical Security and Stockpile Management (PSSM) Course	04-08 November 2013
Ottawa Convention Seminar	18-21 November 2013
Defence Resources Management: Strategic Procurement Issues and Scarce Resources	25-27 November 2013
Border Management Capacity Building: “Meeting of the DCAF Working Group on Legal Reform”	02-06 December 2013
Workshop on OSCE CoC (Peer to Peer)	TBD
Advanced Research Workshop: Increasing National Cyber Resiliency: Political and Legal Instruments	TBD







Centre for Security Cooperation



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