



AR/077

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SEESAC ACTIVITY REPORT – AR/077

THE ‘SARAJEVO PROCESS’ CLIENT PROCUREMENT GUIDELINES FOR PRIVATE SECURITY COMPANIES (PSC)

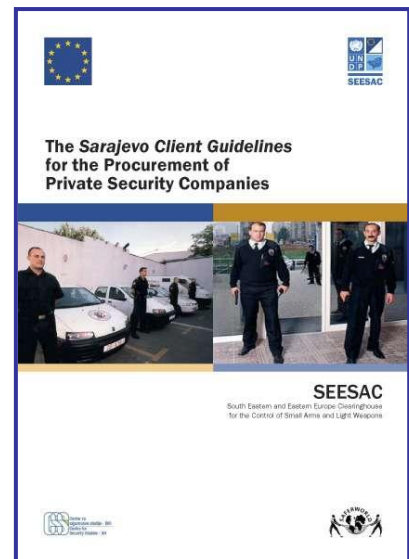
SEESAC FUNCTIONAL AREA	FA 2 - Legislative and Regulatory Issues FA 3 - Management Information
SEESAC OPERATIONAL ACTIVITY	OA 1 - Capacity Building OA 2 - Co-ordination Measures OA 3 - Information Management and Exchange Activities

The *Sarajevo PSC Client Procurement Guidelines* were developed by a diverse group of client organisations and private security providers from Bosnia and Herzegovina during June – July 2006 as part of the *Sarajevo Process* to enhance the conduct and regulation of the private security industry across South Eastern Europe.¹ (See AR/076 for further details of the process). The need for these guidelines was identified by clients who wish to avoid many of the risks associated with employing low-cost security providers, which can include poor service delivery and the misuse of force.

The *Sarajevo PSC Client Procurement Guidelines* outline a three-stage voluntary procurement procedure that client organisations are advised to follow when contracting private security providers. The *Sarajevo Guidelines* suggest that clients should not employ security contractors based on cost alone, but should also take into account a range of other factors when making procurement decisions, such as standards of internal governance, quality of service, levels of training and adherence to national legislation and a voluntary code of conduct.

The guidelines are recommended for use by any client of private security services regardless of origin or location. It is recognised however that individual client organisations will employ different procurement systems. These guidelines do not seek to override or replace them, but to provide additional tools that can enhance any fair and transparent system of procurement, provided they are adopted in a fashion that is appropriate to each organisation.

The English language edition of the *Sarajevo Client Guidelines* can be downloaded from the SEESAC website (www.seesac.org). Printed copies of the report will soon be available upon request from the SEESAC Communication Officer, Ana Martinovic, who can be contacted on (+381) (11) 344 63 53 or by email at ana.martinovic@undp.org.



¹ The convenors of the *Sarajevo Process* were the non-governmental organisations (NGOs) the Centre for Security Studies (Bosnia and Herzegovina) and Saferworld (United Kingdom), with additional support provided by the Office of the High Representative (OHR) and the BiH Ministry of Security (MoS). SEESAC provided financial backing and technical support for the initiative.



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