

THE GENEVA CENTRE FOR THE DEMOCRATIC CONTROL OF ARMED FORCES (DCAF)



Annual Report 2011

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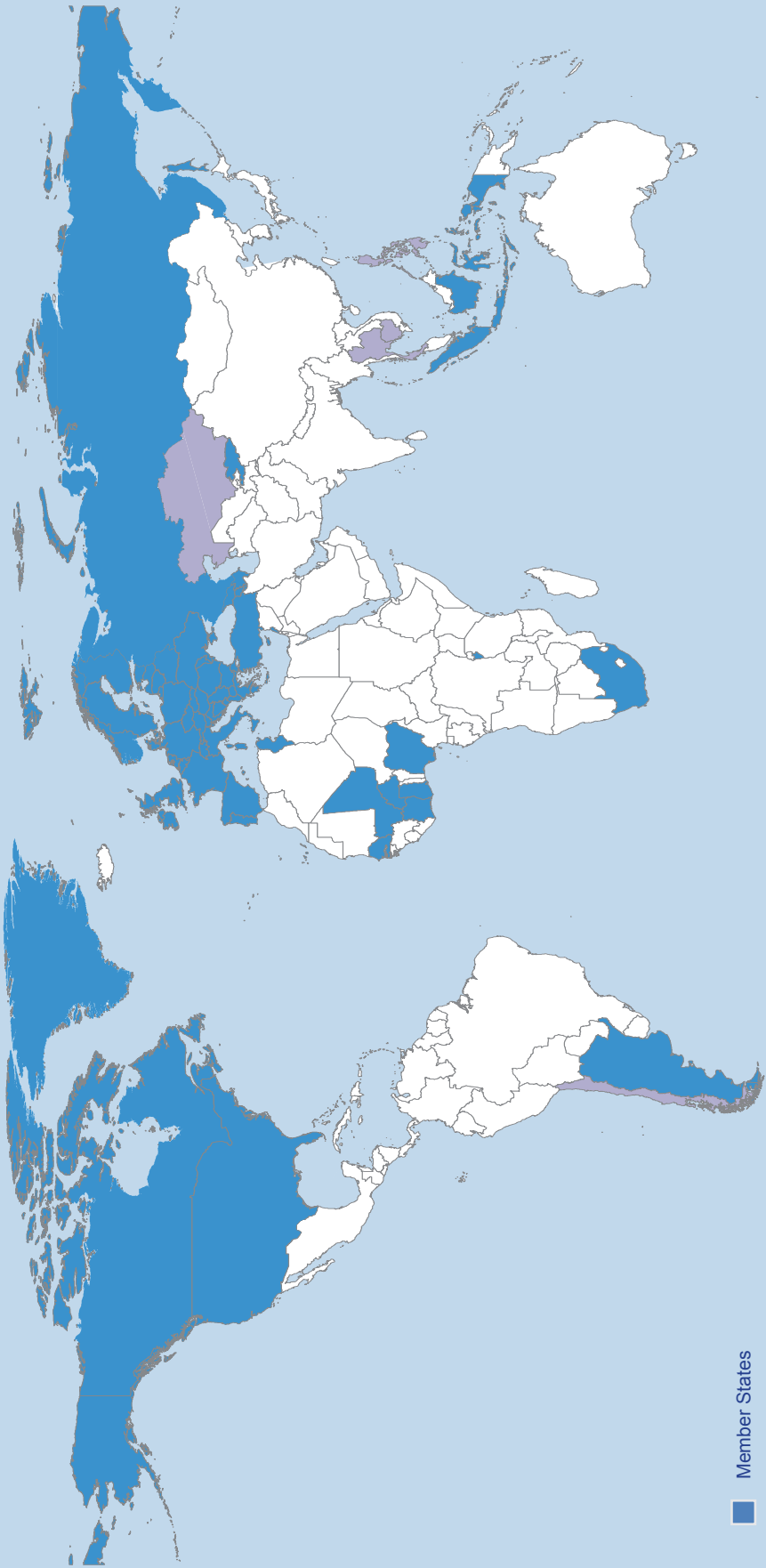
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DCAF Member States 2012



Member States
Permanent Observers

DCAF at a Glance

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is an international foundation established in October 2000 under Swiss law and on the initiative of the Swiss government. The Centre's Foundation Council is composed of member states and currently comprises 61 governments, as well as four countries and two international organisations that have been granted the status of permanent observer.

DCAF is one of the world's leading centres in the area of security sector governance (SSG) and security sector reform (SSR). The Centre's work of supporting effective and efficient security sectors that are accountable to the state and its citizens is underpinned by the acknowledgement that security, development and the rule of law are preconditions for peace.

The Centre is guided by the principles of neutrality, impartiality, gender sensitivity and local ownership as the basis for supporting legitimate, sustainable reform processes.

DCAF is based in Geneva with permanent offices in Abuja, Brussels, Ljubljana, Ramallah, and Tunis. The Centre employs a staff of 120. Its budget, in 2011, reached 31.59 million Swiss francs – of which Switzerland financed 47.8%, and other member states and international organisations 52.2%. All contributions to DCAF are Official Development Assistance eligible.

Director's Introduction: Breaking New Ground



Construction of *Maison de la Paix* begins, September 2011

In September 2011, bulldozers started to break ground on an elongated piece of land just to the north of the railway tracks leading to Cornavin, Geneva's main railway station. Ever since, the site has been the focus of busy activity. By the second half of 2013, the *Maison de la Paix* will rise on it – the new home of the Graduate Institute of International and Development Studies, the Geneva Centre for Security Policy, the Geneva International Centre for Humanitarian Demining, and the Geneva Centre for the Democratic Control of Armed Forces (DCAF). Once completed, the *Maison de la Paix* will provide DCAF with a spacious and elegant new home in the immediate vicinity of both the United Nations Office at Geneva and Geneva's city centre. It will allow DCAF to consolidate its Geneva headquarters in one location that will offer significantly more room, more light, and a modern surrounding in which the Centre can continue to develop.

Breaking new ground is, in many respects, a metaphor for DCAF at the beginning of 2012. As international interest and support for security sector governance (SSG)

and security sector reform (SSR) increases, DCAF is tasked by the international community with an ever growing and diversifying set of mandates. At all levels the Centre is breaking new ground and laying the foundations for new activities and missions.

DCAF's three main areas of work remain, nevertheless, unchanged. These are strategic advice, analysis, and operational support in the spheres of SSR and SSG. DCAF is widely recognised today as the world's leading centre of expertise in these fields. For the second successive year the Centre features on the *Global Go-To Think Tank Index Ranking* compiled by the University of Pennsylvania.¹ In 2011, DCAF ranked at number 12 on the list of the Top 30 Transparency and Good Governance Think Tanks alongside institutions such as Transparency International, the Brookings Institution and the International Crisis Group.

Six new member states joined DCAF in 2011 (Ghana, Kyrgyzstan, Mali, the Philippines, Senegal, and Tunisia). The Centre's membership has thus increased to 61 states, with three additional countries and two international organisations having permanent observer status. In April 2012, Kazakhstan applied for permanent observer status with DCAF.² Today DCAF has more than 120 employees and conducts some 300 projects per year. While the Annual Report 2011 reflects this high level of activity, the Introduction will highlight only some of the many areas of DCAF's work, and provide a glimpse at the diversity of the projects currently undertaken by the Centre.

With change sweeping across the Middle East and North Africa (MENA), the region became a key priority of DCAF's work in 2011. An assessment mission to Tunisia conducted in February 2011 resulted in a partnership that has already seen many important milestones. In April 2011, Tunisia held its first inter-ministerial security sector governance conference. This was followed by the country's adhesion to DCAF in July, and the opening of a DCAF office in Tunis in October 2011. DCAF signed several cooperation agreements with the Tunisian Government (notably the Ministries of the Interior and Justice), and launched a number of projects covering various aspects of Tunisia's security sector. The Centre also developed relations with other countries in the MENA region, established contacts with the new governments in Egypt and Libya, continued its cooperation with Morocco and expanded its activities in the Occupied Palestinian Territories.³

DCAF's work in Sub-Saharan Africa has also seen considerable progress, with membership from this region increasing to eight countries (Burkina Faso, Burundi, Côte d'Ivoire, Ghana, Mali, Nigeria, Senegal, and South Africa). Close ties have been fostered with ECOWAS, notably through the development of the Code of Conduct for Armed Forces and Security Services of ECOWAS and the publication of the *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*. Furthermore, DCAF completed a multi-year research project on security sector governance in Francophone West Africa which has swiftly become a reference point for SSR efforts within the region. DCAF

¹ www.gotothinktank.com/2011-global-tank-index

² See www.dcaf.ch/About-Us and Annex 1 for the composition of the DCAF Foundation Council

³ For more information see www.dcaf-tunisie.org and www.dcaf.ch/Region/Middle-East-and-North-Africa

also continued regional and tailor-made country programmes on gender and SSR in Liberia, Mali, Senegal, and Sierra Leone.⁴

Alongside Africa, Southeast Europe formed a centre of gravity for DCAF's operations in 2011. DCAF's role as the host of the Secretariat of the Police Cooperation Convention for Southeast Europe grew in significance with the further enlargement of the Convention's membership and the increased importance attributed to it both by the countries of the region and the European Union. DCAF's Office in Ljubljana, which houses the Secretariat and is run in close partnership with the Slovenian government, will be further strengthened in 2012.

The meeting of the Southeast European Ministers of the Interior in Skopje, in March 2011, opened a new phase of DCAF's Border Security Programme for the Western Balkans. Over the last decade, the programme brought together some 6,000 participants in more than 300 workshops, expert meetings and high-level gatherings. This has made a significant impact in the region's ability to develop and operate modern, civilian-controlled border police services that closely cooperate with each other. By engaging in many cooperative projects with various states of the region, DCAF has become one of the largest providers of expertise in policing and border policing in Southeast Europe. Thus, in 2011 the Centre was designated by Switzerland to be part of its implementing agency for Asylum, Migration and Human Trafficking programmes in Bulgaria and Romania. DCAF has also been mandated by the Swiss Agency for Development and Cooperation to manage all its police support programmes in the Western Balkans. On top of this, DCAF has been chosen by Serbia and Sweden as a partner in two major programmes designed to help modernise and reform the Serbian Ministry of the Interior. Additional cooperative projects were also realised in Moldova and Ukraine together with the European Union Border Assistance Mission, which notably includes the creation and introduction of a comprehensive advanced distance learning course for border police station commanders.⁵

DCAF's activities in Ukraine in 2011 continued in the area of parliamentary assistance, intelligence reform and oversight, as well as expert training in the context of NATO's Partnership for Peace programme. This work also saw new engagement in the Caucasus and in particular in Central Asia, adding Kyrgyzstan as the first DCAF member state from the region.⁶

Cooperation with Latin America was further developed, with Argentina becoming a member of DCAF's Foundation Council in 2009, and Chile choosing to become a permanent observer in 2011⁷. Cooperation with partners in Southeast Asia also increased significantly. After Indonesia, the Philippines became the second Southeast Asian member of DCAF in 2011, with Thailand and Cambodia opting for permanent observer status.⁸

Whilst the geographical scope of DCAF's work has expanded dramatically, the Centre has continued to focus on certain key areas of SSR and SSG where over

⁴ www.dcaf.ch/Region/Africa

⁵ www.dcaf.ch/Region/Southeast-Europe

⁶ www.dcaf.ch/Region/Eastern-Europe-and-Central-Asia

⁷ www.dcaf.ch/Region/Latin-America-and-the-Caribbean

⁸ www.dcaf.ch/Region/Asia

the years it has accumulated vast thematic expertise. For example, DCAF is playing a pivotal role in the area of regulation of private military and security companies (PMSCs) where the Centre continues to promote The Montreux Document, which recalls states' obligations under international humanitarian law in relation to PMSCs, and the complementary International Code of Conduct for Private Security Providers. More than 350 companies representing over 95% of internationally active PMSCs had signed this self-regulatory instrument by April 2012. In support of the Swiss Federal Department of Foreign Affairs, DCAF is now actively involved in developing the implementation mechanism for this multi-stakeholder initiative.⁹ In a related move, DCAF has obtained observer status to the Voluntary Principles on Security and Human Rights for extractive industries.

DCAF has further strengthened its pivotal role in supporting the International Conference of Ombuds-Institutions for the Armed Forces. This Conference first met in Berlin in 2009 and will gather for its fourth annual meeting in Ottawa in 2012 at the invitation of the Canadian government, where ombuds-institutions from close to 50 countries are expected to be present. DCAF is currently drafting a Handbook for ombuds-institutions for the armed forces which serves as a resource for both new and well established institutions.¹⁰

In 2011, DCAF further developed its position as the world's leading centre of expertise on gender and SSR. Dedicated gender focal points will be established in select DCAF offices abroad – in particular in Tunis and Ramallah.¹¹

The Centre is also exploring new and emerging security challenges and their SSG and SSR implications – with the area of cyber security and the growing phenomenon of private-public partnerships prominent in this new set of activities.¹²

In the field of parliamentary oversight and support, existing partnerships with the NATO Parliamentary Assembly, the Inter-Parliamentary Union and the European Parliament were further developed and strengthened.

In 2011, DCAF remained one of major providers of expertise to the United Nations whose Inter-Agency SSR Task Force formally approved four Integrated Technical Guidance Notes that DCAF supported. Under the mandate from the UN Department of Peacekeeping Operations, DCAF conducted a mapping study on how to assess the impact of rule of law and security institutions-related initiatives.¹³

Alongside the United Nations, cooperation was further strengthened with the European Union. This included, among others, four mandates for the European Commission and the EU Delegation in the Democratic Republic of the Congo, joint projects with Frontex in the area of international police cooperation, and a major study for the European Parliament on Parliamentary Oversight of Security and Intelligence Agencies in the European Union.¹⁴

⁹ www.icoc-psp.org

¹⁰ www.icoaf.org

¹¹ www.dcaf.ch/Programmes/Gender-and-Security

¹² www.dcaf.ch/Project/Horizon-2015

¹³ www.dcaf.ch/Partner/United-Nations

¹⁴ www.dcaf.ch/Partner/European-Union

DCAF's cooperation with the OSCE will receive further impetus as a result of Switzerland's Chairmanship-in-Office of the OSCE in 2014. DCAF has a strategic partnership agreement and a long history of cooperation with the organisation in the areas of policing, gender and SSR, and human rights of armed forces personnel. As part of future cooperation, DCAF will support the planning of a regular meeting of the OSCE Parliamentary Assembly in Geneva in spring 2014.¹⁵

One of DCAF's operational divisions – the International Security Sector Advisory Team (ISSAT) – made impressive progress in 2011. The International Organisation of La Francophonie joined ISSAT's Governing Board as a member alongside the European Union, the United Nations, the OECD and 14 bilateral donors, whilst the African Union and the African Development Bank were present as observers. ISSAT currently conducts over 60 field missions and activities per year. Its field advisory services, particularly in the form of assessment, and monitoring and evaluation missions, continue to be in high demand.¹⁶

The wide variety of DCAF's operational activities was supported in 2011 by a number of policy-relevant research projects. The ninth edition of DCAF's Yearly Book was devoted to linkages between security sector reform and development, which reflects the increased significance given to SSG and SSR within the context of the international development discourse.¹⁷ *SSR Papers* – DCAF's new publication series – was launched in 2011 with three titles, addressing the Arab Spring, the United Nations' use of PMSCs, and the gap between theory and practice of SSR.¹⁸

Financially, DCAF's position in 2011 remained solid. Total income rose from 30.35 million Swiss francs in 2010 to 31.59 million Swiss francs in 2011. This represents a growth of 4% despite a certain reduction in Swiss core funding and inconveniences caused by the strong Swiss franc.

Of strategic importance was the decision by the Swiss government, confirmed by both Houses of the Swiss Parliament, to grant DCAF for the period 2012-2015 a grand total of 44.7 million Swiss francs in core funding. An additional 3-5 million Swiss francs per year could be added in the form of specific project funding. Switzerland will therefore remain DCAF's single largest financial contributor. Its contributions reached a total of 15.1 million Swiss francs in 2011, which represented 47.8% of DCAF's overall income.

Sweden, DCAF's second largest donor, has decided not only to maintain, but to further increase its financial support to the Centre. Norway, another key contributor, has moved from supporting standalone projects to financing multi-year programmes. Other DCAF member states provided significant financial contributions to DCAF as core or project funding, including Austria, Canada, France, Germany, Ireland, Liechtenstein, Luxembourg, the Netherlands, Spain and the United Kingdom. Several countries also seconded staff to DCAF – namely Austria, Canada, France, Germany, Liechtenstein, Macedonia, Norway, Serbia, Slovenia and Switzerland. In

¹⁵ www.dcaf.ch/Partner/The-Organisation-for-Security-and-Cooperation-in-Europe

¹⁶ <http://issat.dcaf.ch>

¹⁷ www.dcaf.ch/Series-Collections/DCAF-Yearly-Books

¹⁸ www.dcaf.ch/ssrpapers

all, some 30 member states and international organisations contributed to DCAF's operations in 2011, either in cash or in kind, a grand total of 16.48 million Swiss francs (or 52.2% of the Centre's overall revenue). While the uncertainties that mark the international economic and financial situation give good reason for caution, DCAF's financial perspectives for 2012 remain encouraging with a growing number of countries having opted in favour of a long-term commitment to the Centre's financing.

In sum, DCAF finds itself in the beginning of 2012 in an excellent position. Its area of work continues to gain in importance and international recognition. Both the number of mandates DCAF obtains, and their significance, continues to grow. The Centre's ability to provide not only standalone projects, but fully integrated programmes that can embrace large parts of a partner's SSG and SSR needs, is of particular importance. DCAF is increasingly a trusted partner of governments for entire sectors of their SSG and SSR agenda. DCAF's policy of strict neutrality and impartiality is of utmost importance in this context. The new Strategy Paper 2012-2015, adopted by the DCAF Foundation Council in November 2011, provides the Centre with a solid strategic planning tool.¹⁹ DCAF is poised to break new ground – not only physically with the construction of the *Maison de la Paix*, but above all intellectually and operationally.

Ambassador Dr. Theodor H. Winkler
DCAF Director



Digital projection of a completed *Maison de la Paix*

¹⁹ www.dcaf.ch/content/download/65802/1001777/file/2012-2015_Strategy_Paper.pdf

Cooperation with International Organisations

United Nations

Milestones:

- | | |
|------------------|---|
| 2003 | DCAF launches a series of annual events with the United Nations Office at Geneva on various aspects of security sector governance |
| 2006-2007 | DCAF supports the Slovak Republic's Presidency of the UN Security Council in holding the first ever open debate on SSR in February 2007 |
| 2006-2009 | DCAF implements two joint policy-research mandates from UN DPKO and UNDP. The first study <i>Security Sector Reform and UN Integrated Missions</i> serves as empirical basis for the UN Secretary-General's report on SSR released in January 2008; the second study results in a module on the DDR-SSR nexus for the UN Integrated DDR Standards |
| 2006-2010 | DCAF and UNDP conduct a comprehensive SSR needs assessment in the Pacific region, and release two Handbooks on <i>Monitoring and Investigating the Security Sector</i> and <i>Public Oversight of the Security Sector</i> |
| 2007-2008 | DCAF conducts an internal study on human rights and SSR for the UN Office of the High Commissioner for Human Rights (OHCHR) |
| 2008 | DCAF ISSAT launches training and sensitisation courses on SSR for UN headquarters and field personnel |
| 2008-2012 | DCAF ISSAT undertakes over 40 mandates for various UN agencies and programmes at headquarters and in the field, including DPA, DPKO, PBSO and UNDP |
| 2009-2011 | DCAF supports the development of the first ever set of UN Integrated Technical Guidance Notes for the UN Inter-Agency SSR Task Force |
| 2011-2012 | DCAF supports DPKO OROLSI in mapping impact assessment methodologies relating to rule of law and security institutions |

DCAF maintains a close relationship with the United Nations (UN), and helped the organisation to further its engagement with SSR throughout 2011. A significant area of DCAF's activity was supporting the UN Inter-Agency SSR Task Force in the development of Integrated Technical Guidance Notes. The guidance notes are intended to assist UN field and headquarters personnel in delivering SSR support and in promoting a common UN inter-agency approach to SSR. Four guidance notes that DCAF drafted were validated at the working level and then formally

Cooperation with International Organisations

approved at the Principals level in 2011. The guidance notes address the following topics:

- *Democratic Governance of Security Institutions* (led by the UN Development Programme – UNDP). The guidance note examines key areas of UN support, such as the legal and constitutional framework for democratic governance of the security sector, independent oversight institutions and mechanisms, and the system of institutional management and internal oversight. It is based on a combination of desk and field research and includes case studies on Bangladesh, the Central African Republic, Guinea-Bissau, and Kosovo*.
- *Gender and SSR* (led by the UN Entity for Gender Equality and the Empowerment of Women). This guidance note draws on DCAF's vast experience in gender and security issues.
- *SSR and Peace Processes* (led by the UN Department of Political Affairs – DPA). The guidance note examines entry points, strategies, opportunities and constraints for addressing SSR in formal and informal peace processes across the pre-negotiation, negotiation, peace agreement drafting and implementation phases. It is based on desk and field research in El Salvador, Guinea-Bissau and Timor-Leste.
- *UN Support to National Security Policy and Strategy Making* (led by the UN Department of Peacekeeping Operations – DPKO). The guidance note examines the purpose and scope of national security policies and strategies, and highlights potential roles and steps for UN support. It is based on desk research as well as case studies on the UN's role in supporting the development of national security policies in the Central African Republic, Liberia, Sierra Leone and Timor-Leste.

In addition to the development of the Integrated Technical Guidance Notes, DCAF undertook a mapping study for the UN DPKO's Office of Rule of Law and Security Institutions (OROLSI) on how to assess the impact of rule of law and security institutions-related initiatives. A key output of this project will be an overview of impact assessment methodologies and an analysis of approaches that various UN entities and other international actors have taken to evaluating impact. The overall objective of the project is to support the development of recommendations for OROLSI in refining its approach to measuring impact of its activities.

In 2011, DCAF's International Security Sector Advisory Team (ISSAT) undertook eight advisory field support missions and five training missions for the UN in 2011, and worked with various UN agencies, and on events in collaboration with the UN.

* This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Notably, ISSAT:

- Assisted the DPKO in developing guidelines on mapping and assessment of police and other law enforcement agencies and justice and correction institutions in post-conflict settings
- Assisted the DPKO in reviewing police activities within peacekeeping missions and provided input for the UN Strategic Doctrinal Framework for international police peacekeeping, which serves as a UN internal document
- Supported United Nations Office for West Africa (UNOWA) in Guinea, providing key inputs into the organisation of the National Seminar on SSR, and subsequently to the National SSR Road Map and the Sectoral SSR Action Plans
- Facilitated several UN workshops, including a briefing and planning exercise with 18 Somali experts who were preparing for a scoping mission of the Somali security sector
- Helped facilitate the UN–African Union (AU) SSR Orientation Workshop, the AU SSR Policy Development Workshop, the Annual Heads Meeting for UN DPKO/OROLSI/Criminal Law and Judicial Advisory Services, and the UN Inter-Agency Senior SSR Practitioners Workshop

Key Results 2011:

- Undertook eight advisory field support missions and five training missions for the UN
- Four Integrated Technical Guidance Notes, which DCAF helped develop, were validated by the UN Inter-Agency SSR Task Force
- Completed a study on *Mapping of Methodologies for Measuring the Impact of Peacekeeping Missions on Rule of Law and Security Institutions Issues in the Host Country* for the UN DPKO OROLSI

European Union

Milestones:

| | |
|------------------|--|
| 2004-2006 | DCAF supports the development of an overarching policy framework for EU SSR support |
| 2005 | DCAF opens an office in Brussels |
| 2005 | DCAF co-authors a <i>Chaillot Paper on Promoting Security Sector Governance in the EU's Neighbourhood</i> for the EU Institute for Security Studies |
| 2007 | DCAF completes a study on <i>Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Levels</i> for the European Parliament |
| 2008 | DCAF opens an office in Ljubljana and releases a study on <i>The European Union and Security Sector Reform</i> |
| 2009 | The EU joins DCAF ISSAT's Governing Board; DCAF ISSAT receives its first advisory field support and training mandates from the EU |
| 2009 | DCAF conducts a series of roundtables on Gender and SSR to build the capacity of European Institution experts in CSDP missions |
| 2009-2011 | DCAF ISSAT undertakes 12 mandates for various EU agencies and delegations, including the European Commission (RELEX and the Development and Cooperation Directorate-General), EU Delegations in the Democratic Republic of the Congo, Guinea and the Central African Republic, and the European Security and Defence College |
| 2010-2011 | DCAF conducts the study on <i>Parliamentary Oversight of Security and Intelligence Agencies in the European Union</i> for the European Parliament |
| 2011 | DCAF and Frontex sign a Working Agreement on cooperation in the field of border management |
| 2012 | DCAF ISSAT receives its first mandates to support a CSDP mission in a joint mandate from the EU and UNDP, and the EU Court of Auditors |

In 2011, DCAF continued to increase its cooperation with the European Union (EU) both at an operational level and in the area of policy research. At an operational level, DCAF ISSAT took part in four advisory field support missions for the EU. Notably, ISSAT:

- Assisted the EU Delegation in the Democratic Republic of the Congo to design a strategy for supporting the military justice sector, including needs assessment in the military justice sector and a comprehensive analysis of optimal entry points for intervention
- Participated in a reference group to review the EU's Reference Document *Support for Judicial Reform in ACP Countries*²⁰ and provided comments and input on the follow-up study

²⁰ http://ec.europa.eu/europeaid/infopoint/publications/europeaid/documents/253a_en.pdf

- Took part in the external evaluation of all EU initiatives to support justice and security sector reform that took place in the period 2001-2009²¹
- Facilitated a workshop on Justice and Security Sector Reform for EU Commission and Delegation staff working in this field
- In 2012, DCAF ISSAT received its first mandate to support a CSDP mission in a joint mandate from the EU and UNDP, and its first mandate to support the EU Court of Auditors as an expert member of the Advisory Panel for an audit being carried out by the Court on EU support to the Rule of Law in Kosovo*.

In the area of border policing DCAF signed a Working Agreement with Frontex on cooperation in the field of border management, and continued to work together with the European Union Border Assistance Mission to Moldova and Ukraine (EUBAM) on the design and introduction of a comprehensive advanced distance learning course for border police station commanders.

In the area of policy research, two projects of direct relevance to the EU were completed in 2011:

- The study on *Parliamentary Oversight of Security and Intelligence Agencies in the European Union*.²² Commissioned by the European Parliament, the study evaluates the oversight of national security and intelligence agencies by parliaments and specialised non-parliamentary oversight bodies. It identifies good practices that can inform the European Parliament's approach to strengthening the oversight of the European Police Office (Europol), the European Union's Judicial Cooperation Unit (Eurojust), the European Union Agency for External Border Security (Frontex) and, to a lesser extent, the Joint Situation Centre (SitCen). The study was conducted in partnership with the European University Institute in Florence.
- A series of working papers *Communicate, Coordinate and Cooperate: The A-Z of Cohering Crisis Management in the post-Lisbon Era*. The working papers explore the spectrum of EU crisis management, which includes SSR, and analyse the EU's policies and practices encompassed within the recently established EU External Action Service – the main body responsible for the EU's action on crisis management and Common Security and Defence Policy (CSDP). The project was conducted in partnership with the International Security Information Service, Europe (ISIS Europe).

²¹ http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/2011/1295_docs_en.htm

²² www.europarl.europa.eu/document/activities/cont/201109/20110927ATT27674/20110927ATT27674EN.pdf

* This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Cooperation with International Organisations

Key Results 2011-2012:

- Undertook four advisory field support missions for the EU
- Received first mandates to support a CSDP mission and the EU Court of Auditors
- Signed Working Agreement with Frontex on cooperation in the field of border management
- Completed study on *Parliamentary Oversight of Security and Intelligence Agencies in the European Union* for the European Parliament

Organization for Security and Co-operation in Europe

Milestones:

- 1994** OSCE member states adopt the OSCE Code of Conduct on Politico-Military Aspects of Security
- 2001** DCAF raises awareness of SSR/SSG aspects of the Code of Conduct
- 2004** DCAF and OSCE sign a Memorandum of Understanding establishing a strategic partnership
- 2004** OSCE participates as a sponsor and implementing partner in DCAF's Parliamentary Staff Advisers Programme and Border Security Programme in the Western Balkans
- 2008** DCAF and OSCE ODIHR publish *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*
- 2008** DCAF, OSCE ODIHR and UN INSTRAW publish *Gender and Security Sector Reform Toolkit*
- 2012** Switzerland selects DCAF as one of its strategic partners during its Chairmanship-in-Office of the OSCE in 2014

In 2011, DCAF continued to bring its expertise to the Organization for Security and Co-operation in Europe (OSCE) in the areas of police reform, human rights, and gender and SSR.

DCAF ISSAT expertise in undertaking police reform and criminal justice assessments was requested by the OSCE's Annual Police Experts Meeting (APEM), which focused on the harmonisation of police reform with the reform of the wider criminal justice system. The findings and recommendations of the APEM are being incorporated into a new Strategic Police Matters Unit (SPMU) guidebook on *Police Reform within the Reform of the Wider Criminal Justice System*, which the SPMU is currently developing.

Cooperation with the OSCE Office for Democratic Institutions and Human Rights (ODIHR) continued in 2011 with a joint project on human rights and gender perspectives in security sector reform in the OSCE member states. To raise awareness of the DCAF–ODHIR *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*, a series of events were organised in Baku (Azerbaijan) and Bishkek (Kyrgyzstan). The Handbook was also made available to interested civil society organisations in Armenia and Tajikistan.

Cooperation with International Organisations

Upon request of the OSCE Office of the Gender Advisor, DCAF presented on the monitoring and evaluation of the National Action Plans for UNSCR 1325 at a conference in Sarajevo for OSCE members from the Caucasus and the Western Balkans. DCAF's *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector* was adopted by the OSCE Office of the Gender Advisor to guide self-assessment processes within the organisation.

In October 2011, DCAF hosted the annual OSCE Focus Meeting for the first time. Attendees, among whom were the OSCE Secretary-General, as well as other high-level representatives from the organisation and the Swiss government, welcomed the opportunity to engage in a frank and open dialogue on current and future challenges to the OSCE.

In March 2012, the Swiss government selected DCAF as one of its strategic partners during the Swiss 2014 Chairmanship-in-Office of the OSCE. To respond to the needs of Switzerland, DCAF established a special task force to support the Swiss Chairmanship-in-Office. This support will touch on practically all divisions of DCAF and include, among other projects, a continuation of the OSCE Focus Meetings, as well as a session of the OSCE Parliamentary Assembly in Geneva in spring 2014.

Key Results 2011:

- Switzerland selected DCAF as a strategic partner during its Chairmanship-in-Office of the OSCE in 2014
- Hosted OSCE Focus Meeting for the first time
- Provided input to the OSCE SPMU guidebook on *Police Reform within the Reform of the Wider Criminal Justice System*
- Ran dissemination campaign for OSCE ODIHR–DCAF *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* in Central Asia and the Caucasus
- DCAF's *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector* was adopted by the OSCE Office of the Gender Advisor to guide self-assessment processes within the organisation

NATO and NATO Parliamentary Assembly

Milestones:

- 1996** Switzerland joins NATO's Partnership for Peace programme
- 2001** DCAF begins providing training modules to NATO Parliamentary Assembly New Parliamentarians Training Programme
- 2001** DCAF chairs PfP Consortium Working Group on SSR
- 2003** DCAF and the NATO Parliamentary Assembly release *Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector and its Reform*
- 2005** DCAF and the NATO Directorate for Policy and Planning begin cooperation on Democratic Security Sector Governance programming in Ukraine
- 2005** DCAF supports NATO in promoting the Partnership Action Plan on Defence Institution Building (PAP-DIB), introduced at the 2004 NATO Istanbul summit
- 2006** DCAF presents PAP-DIB status reports on the countries of the South Caucasus, Central Asia and Moldova to NATO's Political-Military Steering Committee
- 2009** DCAF supports NATO's Building Integrity Initiative and develops *Compendium of Best Practices on Building Integrity and Reducing Corruption in Defence* (published 2010)
- 2009** DCAF begins regular cooperation with the NATO Committee on Gender Perspectives
- 2010** DCAF publishes *Essentials of Defence Institution Building* as well as *Defence Institution Building Self-Assessment Toolkit* which pursue the PAP-DIB initiative

In 2011, DCAF's cooperation with the North Atlantic Treaty Organization (NATO) and the NATO Parliamentary Assembly (NATO PA) focused on the areas of integrity building, capacity building for the security sector and oversight bodies, and gender mainstreaming.

To support the NATO's PfP Building Integrity Initiative, DCAF published Russian and Ukrainian translations of *Building Integrity and Reducing Corruption in Defence – A Compendium of Best Practices*.²³ Developed in collaboration with NATO and Transparency International UK, the Compendium addresses concepts and tools which can be used to reduce the risk of corruption in defence structures. It includes contributions from experts from around the world who provide examples from their own countries, including Georgia, Indonesia, the Netherlands, Poland, Ukraine, the United Kingdom and the United States.

To promote NATO's Partnership Action Plan on Defence Institution Building (PAP-DIB), DCAF published Russian and Ukrainian translations of *Essentials of Defence*

²³ www.dcaf.ch/Publications/Building-Integrity-and-Reducing-Corruption-in-Defence

Cooperation with International Organisations

*Institution Building*²⁴ as well as *Defence Institution Building Self-Assessment Toolkit*.²⁵

Integration of gender perspectives into NATO's stability operations remained an important area of DCAF's work with the organisation in 2011. DCAF's expertise in gender and SSR was requested in a number of high-level meetings, workshops and training events. Among them:

- The Annual Meeting of the NATO Committee on Gender Perspectives, focusing on the development of indicators to measure the inclusion of a gender dimension in NATO operations and the effect of that inclusion on force protection
- A workshop at the NATO Defence College in Rome, with the objective of assessing and enhancing gender perspective training practices, in order to improve implementation of UNSCR 1325 in NATO-led operations and missions
- A meeting held with the PfP Consortium of Defence Academies and Security Studies Institutes' Working Group on SSR addressing Gender and Defence Transformation: Transforming National Structures and Sustaining International Operations, aimed at enhancing the integration of gender in human resource policies, international operations, and pre-deployment training and education
- NATO Public Diplomacy / Club de Madrid panel on Lessons Learnt from Implementing UNSCR 1325

In September 2011, NATO and the PfP Consortium released the *Professional Military Education Reference Curriculum for NATO and PfP Members* which DCAF had reviewed in 2010 to ensure a mainstreaming of gender perspectives. It is the first time that a reference military curriculum included a specific focus on gender mainstreaming.²⁶

In the area of parliamentary support, a revised edition of the DCAF–NATO PA publication *Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector* was released in 2011. This volume addresses best practices of parliamentary control of the defence and security sector, as observed in and by NATO member and partner states.²⁷

In 2011, DCAF supported NATO PA in organising several capacity building and awareness raising events, including three Rose-Roth seminars in Tbilisi (on Caucasian security), Tromsø (on Nordic security) and London (on Afghanistan).

²⁴ www.dcaf.ch/Publications/Essentials-of-Defence-Institution-Building

²⁵ www.dcaf.ch/Publications/Defence-Institution-Building-Self-Assessment-Kit

²⁶ www.nato.int/nato_static/assets/pdf/pdf_topics/20111202_Generic-Officer-PME-RC.pdf

²⁷ www.dcaf.ch/Publications/Oversight-and-Guidance-The-Relevance-of-Parliamentary-Oversight-for-the-Security-Sector

Key Results 2011:

- Published Russian and Ukrainian translations of *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices* to contribute to NATO's Building Integrity Initiative
- Published Russian and Ukrainian translations of *Defence Institution Building Self-Assessment Kit* and *Essentials of Defence Institution Building* to support NATO's Partnership Action Plan on Defence Institution Building
- Supported NATO Parliamentary Assembly through a revised edition of *Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector* and extending cooperation on Rose-Roth Seminar series
- The *Professional Military Education Reference Curriculum for NATO and PfP Members* includes a specific focus on gender mainstreaming for the first time

Economic Community of West African States

Milestones:

- 2004** DCAF signs a Memorandum of Understanding with the ECOWAS Parliament, establishing a strategic partnership
- 2005** DCAF and ECOWAS Executive Secretariat sign Terms of Reference outlining main lines of cooperation
- 2006** DCAF contributes to the drafting of the ECOWAS Code of Conduct for Armed Forces and Security Services in West Africa
- 2006** Process of formal adoption of the Code of Conduct begins
- 2008** DCAF publishes *Challenges and Opportunities of Security Sector Governance in West Africa*, a baseline study to assist ECOWAS in developing a coherent SSR policy framework
- 2010** DCAF and ECOWAS Commission sign a Memorandum of Understanding on promoting good security sector governance in ECOWAS Member States; the ECOWAS Commission begins hosting a DCAF representative
- 2011** ECOWAS Council of Ministers adopts the Code of Conduct for Armed Forces and Security Services of ECOWAS
- 2011** DCAF and ECOWAS Parliament publish *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*

In 2011, DCAF continued to further develop the strategic cooperation established with the Economic Community of West African States (ECOWAS) on democratic security sector governance in West Africa.

Throughout 2011, DCAF facilitated the adoption process of the Code of Conduct for the Armed Forces and Security Services of ECOWAS. Developed over several years jointly by DCAF and the ECOWAS Commission, the Code aims at providing confidence-building measures and integrating democratic norms into the behaviour of security providers in West Africa. It reaffirms democratic principles, standards of conduct and the obligation to respect and ensure respect for human rights and international humanitarian law. The Code was endorsed by the ECOWAS Council of Ministers in August 2011 and will be submitted to the ECOWAS Authority of the Heads of State and Government for final adoption in 2012.²⁸

²⁸ The latest draft of the Code of Conduct is available at www.dcaf.ch/Project/West-Africa-Code-of-Conduct-for-Armed-Forces-and-Security-Services-in-West-Africa

In addition to the Code of Conduct, DCAF continued to support the ECOWAS Commission in the drafting of the ECOWAS Regional Framework for Security Sector Governance / Security Sector Reform and Plan of Action.

In 2011 DCAF and the ECOWAS Parliament completed *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*.²⁹ Inspired by the Inter-Parliamentary Union–DCAF *Handbook on Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices*, the Guide advocates the principles of effective parliamentary oversight of the security sector. It was published in October 2011 in three official ECOWAS languages (English, French and Portuguese) and launched at a regional parliamentary workshop in Bamako on Parliamentary Oversight of the Security Sector: Disseminating Best Practices in ECOWAS Member States.

The year 2011 also saw DCAF publish *The Security Sector and Gender in West Africa: A survey of police, defence, justice and penal services in ECOWAS states*.³⁰ Published in English and French, the survey documents the status of gender integration in the security sectors of 14 ECOWAS member states (Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo). Much of the data in this report has been gathered by in-country researchers and has never before been published or compared across countries in the region.

Key Results 2011:

- The Code of Conduct for Armed Forces and Security Services of ECOWAS, which DCAF helped develop, was adopted by the ECOWAS Council of Ministers
- Completed *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*
- Published *The Security Sector and Gender in West Africa: A survey of police, defence, justice and penal services in ECOWAS states*

²⁹ www.dcaf.ch/Publications/Parliamentary-Oversight-of-the-Security-Sector-ECOWAS-Parliament-DCAF-Guide-for-West-African-Parliamentarians

³⁰ www.dcaf.ch/Publications/The-Security-Sector-and-Gender-in-West-Africa-A-survey-of-police-defence-justice-and-penal-services-in-ECOWAS-states

International Organisation of La Francophonie

Milestones:

- 2006** Members of the IOF adopt the Saint Boniface Declaration, which amplifies the political dimension of the IOF and aims for conflict prevention and human security
- 2008** The IOF gains permanent observer status on the DCAF Foundation Council
The IOF and the French government host the launch of the French edition of DCAF's *Gender and SSR Toolkit*
- 2010** *Gender and SSR Toolkit*
- 2011** The IOF joins DCAF ISSAT Governing Board

In 2011, the International Organisation of La Francophonie (IOF) became the newest Governing Board member of DCAF ISSAT, marking the increased cooperation between the IOF and DCAF in the field of SSR.

As part of its advocacy and outreach mandate, ISSAT supported an IOF workshop on SSR in December 2011, to increase awareness of IOF member Ambassadors and senior diplomats accredited to the African Union headquarters in Addis Ababa. The workshop also aimed to discuss current trends and best practices of SSR, and to further explore how the IOF can engage in supporting SSR processes.

In 2011 DCAF and the IOF also agreed to join forces to conduct a project on ombuds-institutions for the armed forces in Francophone African states. The project aims to explore the functioning of ombuds-institutions for the armed forces in selected Francophone African states, and to engage these institutions in the ongoing exchange of best practices and experiences within the framework of the International Conference of Ombuds-Institutions for the Armed Forces (ICOAF).³¹

Key Results 2011:

- Reached preliminary agreement with the IOF on supporting a project on Ombuds-Institutions for the Armed Forces in Francophone States in Africa
- The IOF became the newest Governing Board member of DCAF ISSAT

³¹ www.icoaf.org

Inter-Parliamentary Union

Milestones:

- 2001** IPU and DCAF start cooperation on parliamentary oversight of the security sector
- 2003** DCAF and IPU produce *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices. Handbook for Parliamentarians* – a seminal tool for parliamentarians working on defence and security issues. The Handbook has by now been published in 38 languages, with over 100,000 copies distributed to parliaments worldwide
- 2005** DCAF and IPU start a joint regional capacity-building seminar series
- 2009** IPU is given observer status in the DCAF Foundation Council. DCAF likewise gains observer status with the IPU

In 2011, DCAF continued its long-established policy of supporting the Inter-Parliamentary Union (IPU) by providing expert input and funding for regional IPU capacity building events targeting parliamentary defence and security committees. This cooperation in 2011 included DCAF's support to:

- A regional conference in Bogotá on National and Regional Security and Defence Challenges in Latin America: The Role of Parliaments
- A regional workshop in Bamako on Parliamentary Oversight of the Security Sector: Disseminating Best Practices in ECOWAS Member States
- A regional seminar in Ouagadougou on Legislating to Stop Violence Against Women, for parliamentary representatives from Burkina Faso, Burundi, Cameroon, Gabon, The Gambia, Equatorial Guinea, Mali, the Republic of Congo, Rwanda, Senegal, Sierra Leone and Togo.

Key Results 2011:

- Re-published IPU-DCAF Handbook for Parliamentarians on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* in English, Spanish and Russian
- Provided expert input and funding for IPU regional capacity building seminars on parliamentary oversight of the security sector in South America and Africa

Regional Cooperation

Southeast Europe

Milestones:

| | |
|------------------|--|
| 2000 | Albania, Bulgaria, Macedonia ³² and Romania are among the founding members of DCAF |
| 2001 | Bosnia and Herzegovina, Croatia, Slovenia, the Federal Republic of Yugoslavia join DCAF |
| 2001 | DCAF conducts, at the request of the new leadership of the then Federal Republic of Yugoslavia, a comprehensive study identifying main issues concerning the reform of the country's security sector |
| 2002 | DCAF launches its Border Security Programme in Southeast Europe and the Young Faces in Security and Defence conference series |
| 2002 | Moldova joins DCAF |
| 2002-2005 | DCAF supports exchange of expertise and lessons learned on Demobilisation and Reintegration of military personnel in the Western Balkans |
| 2004 | DCAF launches the Parliamentary Staff Advisers Programme in Southeast Europe |
| 2006 | Montenegro joins DCAF |
| 2007 | DCAF becomes an implementation partner for the Police Cooperation Convention for Southeast Europe (PCC) |
| 2008 | DCAF opens an office in Ljubljana to host the PCC Secretariat |
| 2011 | DCAF and Frontex sign a Working Agreement on cooperation in the field of border management |
| 2011 | DCAF wins a shared mandate from the Swiss Agency for Development and Cooperation for programmes in Bulgaria and Romania on Asylum, Migration and Human Trafficking |
| 2012 | DCAF publishes the <i>Toolkit on Police Integrity</i> |

DCAF's activities in Southeast Europe in 2011 continued to focus on regional police and border police cooperation, parliamentary assistance, mainstreaming gender in security sector governance and civil society empowerment.

³² Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

Police Programme

During 2011, DCAF continued to support the implementation of the Police Cooperation Convention for Southeast Europe (PCC) through the Secretariat located at DCAF's regional office in Ljubljana. The Convention, ratified by Albania, Austria, Bosnia and Herzegovina, Bulgaria, Macedonia, Moldova, Montenegro, Romania and Serbia, is chaired by the Contracting Parties on a rotating basis for periods of six months, thereby fostering regional ownership and allowing for varied chairmanship priorities.

Priority issues for the PCC implementation in 2011 were data protection, police education and training, exchange of information regarding counterfeit travel documents and cross-border surveillance. Among the achievements in 2011 are:

- The inclusion of Albania into the PCC-prescribed exchange of information containing personal data with Austria, Bulgaria, Macedonia and Romania, as a result of the first mutual evaluation in the area of data protection
- Twenty-one training events on Convention-related matters
- Fourteen new training curricula

Another important DCAF achievement in 2011 was the development of the *Toolkit on Police Integrity* to support Southeast European police services and governments in designing effective measures to tackle police corruption. The Toolkit consists of nine chapters addressing various means and institutional resources that can be used to fight and prevent corruption in policing. The Toolkit was translated in Albanian, Macedonian and Serbian and will be introduced through a series of launching events in the region during the first half of 2012.

In 2011 DCAF was designated by the Swiss Agency for Development and Cooperation (SDC) to be part of its implementing agency for overseeing the implementation of programmes in Bulgaria and Romania on Asylum, Migration and Human Trafficking, as part of the Swiss contribution to EU enlargement programme. DCAF also received a mandate from the SDC to design the Swiss Regional Police Cooperation Programme in the Western Balkans 2012-2017.

Border Security Programme

Through its Border Security Programme in Southeast Europe, DCAF assists the governments of Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia to create modern, EU-compatible border security organisations. With support from DCAF, these countries have made significant progress towards meeting the EU's integrated border management standards and establishing a regional system of interlinked border management structures.

Regional Cooperation

The Programme is directed by annual conferences of the Ministers of the Interior of the participating countries. These meetings bring together relevant actors from the region and beyond, including neighbouring and donor countries, the OSCE, the European Union, its specialised missions in the region, Frontex and Europol. The eighth Ministerial Conference, held in March 2011 in Ljubljana, adopted a Ministerial Declaration and a Plan of Action which outlined the next steps in the programme's development. The ninth Ministerial Conference, held in March 2012 in Skopje, marked the tenth anniversary of DCAF's Border Security Programme in Southeast Europe.

In 2011, DCAF organised more than 20 workshops, seminars and expert meetings for border security officials from the region. These activities are structured into six working groups: Legal Reform; Risk Analysis, Intelligence and Criminal Investigation; Logistical Support; Leadership and Management; Education and Training; and EU and Schengen Integration.

During the year, a self-assessment on the basis of the Common Assessment Framework (CAF) was carried out in border security services in Bosnia and Herzegovina (Sarajevo Airport Border Police Unit), Montenegro (Vilusi Border Police Unit) and Serbia (Batrovci Border Police Unit, Border Police Station Preševo and Airport Niš).

DCAF's Border Security Programme also continued to offer training courses for border security officials – one for Regional commanders, the other for Station commanders. These courses combine online distance study, traditional classroom learning and hands-on field training. In partnership with the EU Border Assistance Mission to Moldova and Ukraine, DCAF began to develop similar training courses for Moldovan border security staff. As in previous years, DCAF organised a Future Leaders Course in Andermatt, Switzerland, for junior border security officers.

Parliamentary Staff Advisers Programme

Through its Parliamentary Staff Advisers Programme (PSAP), DCAF supports parliaments to strengthen their expertise on security and defence issues. The programme trains parliamentary staff and thereby contributes to the enhancement of their capacity to provide expert advice to Members of Parliament overseeing the security sector. The programme is active in the parliaments of Bosnia and Herzegovina, Bulgaria, Kosovo*, Macedonia, Moldova, Montenegro, Romania and Serbia.

In 2011, the final three PSAP training events were organised in Brussels, Zagreb and Geneva, involving an even larger group of staff serving parliamentary foreign affairs and European integration committees. The training focused on individual capacity development in areas such as policy paper drafting, presentation skills, public speaking, and scenario planning. Thematic areas of training included

* This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

security sector governance, regional security cooperation, and EU integration requirements.

The PSAP programme accomplished its objectives in the following ways:

- It helped develop a parliamentary staff capacity on defence and security matters, which had previously been largely non-existent. This helped parliaments to become more independent of the executive in their assessment of security and defence issues, and through this strengthen democratic oversight of the security sector in the region.
- It has created a network of like-minded staff advisors in Southeast Europe capable of sharing lessons learnt, promoting cross-border dialogue and cooperation, and thus expanding their knowledge for the benefit of their committees.
- The programme has created a valuable set of training tools, suitable for other regional settings – and adaptable to the training of civil servants and representatives of civil society organisations.

Civil Society Capacity Building to Map and Monitor Security Sector Reform in the Western Balkans

2011 was the third year of the DCAF–Belgrade Centre for Security Policy (BCSP) joint project on Civil Society Capacity Building to Map and Monitor Security Sector Reform in the Western Balkans. The project seeks to build the capacity of civil society organisations (CSOs) to map, oversee and provide an independent and evidence-based evaluation of SSR processes in the region.

The project comprises both capacity building and research components, and is implemented by a consortium of CSOs, including the Institute for Democracy and Mediation in Tirana, the Centre for Security Studies in Sarajevo, the Institute for International Relations in Zagreb, Analytica in Skopje, the Centre for Democracy and Human Rights in Podgorica, and the Kosovar Centre for Security Studies in Pristina. A body of research on a total of eight criteria measuring SSR progress is currently being developed by each of these CSOs. A *Regional Almanac on Security Sector Oversight in the Western Balkans* containing case studies from each of the partners will be launched in 2012 in Belgrade.

Integration of gender into SSR processes in Southeast Europe

The integration of a gender dimension into SSR processes remained an important area of DCAF's work in Southeast Europe in 2011. In order to increase the capacity of regional SSR stakeholders, DCAF published a local translation of the *Gender and SSR Toolkit* – DCAF's flagship publication addressing gender perspectives on a number of SSR-related topics.

Regional Cooperation

In 2011, DCAF continued supporting the Women Police Officers Network in South East Europe (WPON) by delivering training on gender and policing for representatives from the police services of Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Moldova, Montenegro and Serbia. As a result of this training, entity-level associations of women police officers were established in Bosnia and Herzegovina in the second half of 2011.

DCAF also sponsored a special issue of the BCSP's journal *Western Balkans Security Observer* addressing gender and security. The call for papers not only gave voice to a new generation of researchers and authors, but also brought forth fresh, regionally-relevant thinking on gender and SSR.

Bilateral projects in Southeast Europe

In addition to its regional programmes, DCAF facilitated a number of bilateral security sector governance initiatives in Southeast Europe in 2011. This assistance focused primarily on empowering national parliaments and civil society organisations, and on police reform. The most important country-specific projects are outlined in the table below:

| | |
|-------------------------------|---|
| Albania | <ul style="list-style-type: none">• Supported the Albanian Ministry of the Interior in designing a three-year community policing project (DCAF ISSAT in cooperation with the Swedish International Development Cooperation Agency)• Supported a research project on the impact of independent oversight bodies on the transparency and accountability of security sector institutions (in cooperation with the Tirana-based Institute for Democracy and Mediation) |
| Bosnia and Herzegovina | <ul style="list-style-type: none">• Organised a study visit to Switzerland for the members and the staff of the Joint Committee for Defence and Security of the Parliamentary Assembly of Bosnia and Herzegovina (in cooperation with Swiss federal government)• Sponsored the salary and training of a Legal Assistant for the office of the Bosnian Parliamentary Military Commissioner for Human Rights• Sponsored the publication of <i>Assessing the potential for renewed ethnic violence in Bosnia and Herzegovina: a security risk analysis</i> (in cooperation with two local NGOs: The Atlantic Initiative and Democratization Policy Council)• Completed a comprehensive needs assessment on Gender and SSR in Bosnia and Herzegovina (in cooperation with Žene Ženama and The Atlantic Initiative) |

| | |
|-------------------|--|
| | <ul style="list-style-type: none"> • Initiated a three-year project on Gender and Justice Reform with the objective of increasing the capacity of judges and prosecutors to effectively integrate gender into the justice service (in cooperation with The Atlantic Initiative) |
| Moldova | <ul style="list-style-type: none"> • Organised three capacity building workshops for the members of the Parliamentary Committee on National Security, Defence and Public Order (in cooperation with the Chisinau-based Institute for Public Policy) • Organised a study visit to Prague for the members of the above committee to assess ways and means of strengthening oversight of intelligence and security services (in cooperation with the Czech Parliament and the Prague Security Studies Institute) • Sponsored the publication of policy papers on security sector governance issues authored by the Institute for Public Policy |
| Montenegro | <ul style="list-style-type: none"> • Sponsored a study visit to Geneva for the members of the Parliamentary Committee for Defence and Security, to assess mechanisms and good practices in organising parliamentary hearings and investigations |
| Serbia | <ul style="list-style-type: none"> • Organised a series of capacity building and awareness raising events for the Committee for Defence and Security of the National Assembly of Serbia, addressing, in particular, oversight of intelligence services and challenges of cyber security • Supported the Serbian Ministry of Defence on the issue of the inclusion of civilian personnel in peace support operations (PSO) and the reorganisation of the Ministry's PSO Training Centre • Launched a two-year project to enhance strategic management and planning skills of mid- and senior level personnel in the Serbian Ministry of the Interior (mandated by the Serbian government and the Swedish International Development Cooperation Agency) • Launched a two-year project to modernise the system of human resources management in the Ministry of the Interior, in particular its Police Directorate (mandated by the Serbian government and the Swedish International Development Cooperation Agency) • Supported the Serbian government in the implementation of the National Action Plan on UNSCR 1325, addressing the role of gender advisors and quotas for women in security sector institutions (in cooperation with the Belgrade Centre for Security Policy) |

Regional Cooperation

Kosovo*

- Provided advisory support and organised capacity building events on security sector and intelligence oversight for the members of the Internal Affairs and Security Committee, and the Intelligence Oversight Committee of the Assembly of Kosovo*
- Launched the Kosovo Young Faces Network, with the objective of providing young professionals in Kosovo* with the opportunity to build their knowledge and expertise on global and regional security, and to enhance their research and policy paper writing skills (in cooperation with the Kosovar Centre for Security Studies)

Key Results 2011:

- Supported regional efforts to modernise police forces and enhance their cooperation through implementing the Police Cooperation Convention for Southeast Europe
- Signed a Working Agreement with Frontex on cooperation in the field of border management in Southeast Europe
- Published the *Toolkit on Police Integrity* as a practical manual for police managers on ways to curb corruption
- Launched a two-year project to enhance strategic planning capacity and human resources management in the Serbian Ministry of the Interior
- Supported regional parliamentary cooperation and provided comprehensive country-specific capacity building programmes on security sector oversight to parliaments in Bosnia and Herzegovina, Montenegro, Moldova and Kosovo*
- Successfully concluded the Parliamentary Staff Advisers Programme in Southeast Europe. Active since 2004, the programme helped develop a parliamentary staff capacity on defence and security matters in ten parliaments, which had previously been largely non-existent
- Completed project on Civil Society Capacity Building to Map and Monitor Security Sector Reform in the Western Balkans
- Pursued the integration of gender into security sector institutions and processes in Serbia and Bosnia and Herzegovina, working in particular with the Gender Equality Council of the Government of Serbia and the Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina
- Received a shared mandate from the Swiss Agency for Development Cooperation to oversee implementation of programmes in Bulgaria and Romania on Asylum, Migration and Human Trafficking during 2011-2014

* This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Newly Independent States

Milestones:

- 2000** Russia and Ukraine are among the founding members of DCAF
- 2001** DCAF commences Parliamentary Capacity Building Programme in Ukraine
- 2001** DCAF supports the Inter-Parliamentary Assembly of the Commonwealth of Independent States in drafting Model Laws on parliamentary oversight of the military and peace support operations
- 2001** Georgia joins DCAF
- 2002** Armenia, Azerbaijan, Belarus and Moldova join DCAF
- 2002** DCAF publishes *Russian Federation Legal Acts on Civil-Military Relations: Collection of Documents and Commentaries*
- 2005** DCAF publishes *Ukrainian Security Sector Legislation* containing some 30 laws that DCAF helped draft
- 2006** DCAF starts Expert Twinning Programme for the staff of the Ministry of Defence of Ukraine
- 2011** Kyrgyzstan joins DCAF
- 2012** Kazakhstan requests permanent observer status with DCAF

In 2011, Kyrgyzstan became the first Central Asian state to join the DCAF Foundation Council, thus bringing the total number of countries from Eastern Europe and Central Asia to eight (Armenia, Azerbaijan, Belarus, Georgia, Kyrgyzstan, Moldova, Russia, and Ukraine). In April 2012, Kazakhstan requested permanent observer status with DCAF.

As in previous years, most of DCAF's activities in the Newly Independent States region in 2011 were conducted on a bilateral basis. The majority of these focused on Ukraine, but standalone projects were also conducted in Armenia, Azerbaijan, Georgia, Kazakhstan and Kyrgyzstan. The most significant of them are outlined in the table below:

| | |
|----------------|--|
| Armenia | <ul style="list-style-type: none">• Conducted two fact-finding missions to Armenia to substantiate contacts with the Ministry of Defence (MoD) and the OSCE Office in Yerevan• Was requested to provide input to a MoD–OSCE joint programme on Strengthening the Armenian Defence Management Capacity starting in 2012 in several areas of defence management, planning and institution building within the MoD |
|----------------|--|

Regional Cooperation

| | |
|-------------------|---|
| Azerbaijan | <ul style="list-style-type: none"> • Sponsored the publication of the Azerbaijani translation of the DCAF–OSCE ODIHR <i>Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel</i> (in cooperation with OSCE ODIHR and the OSCE Office in Baku) • Chaired a Security and Defence Agenda (SDA) event in Brussels with the Foreign Minister of Azerbaijan speaking on Azerbaijan's foreign policy and security in the South Caucasus³³ |
| Georgia | <ul style="list-style-type: none"> • Facilitated a Rose-Roth seminar in Tbilisi on Caucasian Security (in cooperation with the NATO Parliamentary Assembly) |
| Kazakhstan | <ul style="list-style-type: none"> • Sponsored Kazakhstan's input to a study on Central Asian regional security cooperation and internal security governance developments, to be published in 2012 • Received Kazakhstan's application for permanent observer status with DCAF |
| Kyrgyzstan | <ul style="list-style-type: none"> • Supported the Kyrgyz ombudsman in joining the International Conference of Ombuds-Institutions for the Armed Forces • Received a comprehensive collection of the Kyrgyz security sector legislation for analysis, evaluation and comment • Sponsored Kyrgyzstan's input to a study on Central Asian regional security cooperation and internal security governance developments, to be published in 2012 |
| Ukraine | <ul style="list-style-type: none"> • Supported the parliament on matters of civilian and democratic control of Ukraine's security sector, focusing particularly on the issue of politicisation of security institutions (in cooperation with the NATO Liaison Office in Ukraine and the local NGO Razumkov Centre) • Contributed to capacity building events for the Ukrainian MoD, the Intelligence Service SBU, the Defence Academy and the NATO–Ukraine Partnership Network (in cooperation with the NATO–Ukraine Joint Working Group for Defence Reform – JWGDR) • Continued the Expert Twinning programme with the MoD, addressing the planning of resource management and structural adjustment as well as improvement of the organisational process of strategic defence management • Sponsored the publication and dissemination to the parliament of the updated edition of <i>Ukraine's Security Sector Legislation</i> and security sector-related laws from EU countries • Published Russian and Ukrainian translations of <i>Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices</i> as well as <i>Defence Institution Building Self-Assessment Kit</i> and <i>Essentials of Defence Institution Building</i> |

³³ www.securitydefenceagenda.org/Portals/14/Documents/Publications/2011/Report_Azerbaijan.pdf

- Sponsored the translation of DCAF–UNDP’s *Public Oversight of the Security Sector: A Handbook for Civil Society Organisations*, to support the Ukrainian Defence Academy in the development of a programme focusing on the public perception of the security services

Key Results 2011-2012:

- Completed defence review process in Ukraine
- Published updated edition of *Ukrainian Security Sector Legislation*
- Sponsored translations into local languages of DCAF–UNDP’s *Public Oversight of the Security Sector: A Handbook for Civil Society Organisations*, DCAF–OSCE ODIHR *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*, as well as publications supporting NATO’s Building Integrity initiative and the Partnership Action Plan on Defence Institution Building
- Kyrgyzstan joined DCAF; Kyrgyz ombudsman began participation in the International Conference of Ombuds-Institutions for the Armed Forces
- Kazakhstan applied for permanent observer status with DCAF

Middle East and North Africa

Milestones:

- 2005** DCAF creates the Middle East and North Africa programme
- 2005** DCAF launches a comprehensive security sector governance programme in the Occupied Palestinian Territories and opens an office in Ramallah
- 2006** DCAF begins cooperation with the Moroccan authorities and civil society on the implementation of the recommendations made by Morocco's Equity and Reconciliation Commission
- 2007** Lebanon joins DCAF
- 2009** DCAF opens an office in Beirut
- 2011** Popular revolts bring down long-standing authoritarian rulers in Tunisia, Egypt, Libya and Yemen
- 2011** DCAF launches a comprehensive security sector governance programme in Tunisia. Tunisia joins DCAF. DCAF opens an office in Tunis and concludes Memoranda of Understanding establishing a strategic partnership with the Ministries of the Interior and Justice

In 2011, DCAF's activities in the Middle East and North Africa rapidly expanded due to the important political change that swept across the region, the so-called 'Arab Spring'. Popular dissatisfaction with ruling regimes resulted in a revolutionary outburst which led to the removal of the heads of state in Tunisia, Egypt, Libya and Yemen, and to social unrest, violence and political instability in other countries in the region.

Societies in countries affected by the Arab Spring quickly identified security sector reform as an indispensable element for ensuring a successful democratic transition. In response to this heightened demand for expertise in SSR and SSG, in February 2011 DCAF offered its services to the new governments of Tunisia and Egypt, and made a similar offer to Libya in October.

In July 2011, Tunisia joined DCAF as a new member state. In October DCAF opened an office in Tunis, the third office in the region after ones in Beirut and Ramallah, which provides the Centre with a new platform for exchanges on good governance of the security sector.

Alongside these developments in Tunis, DCAF continued its work in the Occupied Palestinian Territories supporting the capacity of the Palestinian National Authority, the Legislative Council and security forces to deliver security to the Palestinian people in an efficient, transparent and accountable manner. DCAF also worked with governments, parliaments and civil society organisations to contribute to local

and regional SSR initiatives in Algeria, Iran, Iraq, Lebanon and Qatar. The Centre also held discussions on security sector governance issues with several Gulf Cooperation Council countries and Yemen.

The most important country-specific DCAF projects in the Middle East and North Africa in 2011 are outlined in the table below.

| | |
|----------------|--|
| Tunisia | <ul style="list-style-type: none">• Conducted a first fact-finding mission to Tunisia in February 2011. In a meeting with then Prime Minister Dr. Mohammad Ghannouchi, DCAF offered its services to the new Tunisian government• Gathered high-level representatives of the Tunisian government, civil society and the media at a First Conference on the Reform of Tunisia's Security Sector in Montreux in April 2011• Signed a Cooperation Agreement with the Ministry of the Interior (Mol), to assist the Ministry in fostering service orientation, transparency and accountability of the new police and security forces• Signed a similar Cooperation Agreement with the Ministry of Justice• Facilitated exchanges between the Tunisian authorities and CSOs, gauging citizens' expectations regarding reforms in the Mol• Developed an electronic platform for monitoring and mapping security incidents before, during and after 2011 Tunisian Constituent Assembly elections. At the request of the Tunisian Electoral Commission and the Mol, DCAF established an independent operational centre providing citizens with real-time information on security developments in the country one month before and after the elections• Established a dialogue with the Ministry of Women's Affairs and women's rights organisations on integrating gender into security sector reform• Collected and published 1700 legal instruments, to assist lawmakers in reforming the legal framework of the Tunisian security sector. Launched an electronic database offering public access to these laws www.legislation-securite.tn• Launched a website documenting DCAF's activities in Tunisia http://dcaf-tunisie.org |
|----------------|--|

Regional Cooperation

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|---|---|
| Occupied Palestinian Territories | <ul style="list-style-type: none"> • In cooperation with the Office of the President of the Palestinian National Authority (PNA), helped establish Community Safety Councils in four governorates of the West Bank • Trained journalists in the coverage of security issues and the monitoring of police and security forces' activities. The journalists were able to apply these skills through multimedia coverage of the work of Community Safety Councils • Supported the enhancement of complaints mechanisms for citizens through the establishment of specialised complaints departments within each of the various Palestinian security forces • Launched the development of a 'whole-of-system' training module on good governance of the security sector for Palestinian civil servants and security officers (in cooperation with Al-Istiqlal University) • Received a mandate from the PNA to elaborate policy options for reforming the Palestinian military justice system to make it compliant with international standards • Initiated a review process of the PNA intelligence services and delivered recommendations to separate police and intelligence functions in order to enhance compliance with human rights • Assisted the review of the legal framework governing the security of Palestinian women and girls • Conducted a 12-month capacity-building programme to strengthen the awareness and understanding of gender and security sector reform at the level of ministries, security forces and civil society. Delivered training modules on gender and SSR to more than 60 strategic level representatives of key ministries, police and security forces, and civil society organisations • Conducted a 12-month support project with Al-Istiqlal University in Jericho, focused on building the University's capacity to integrate gender in its curriculum and structures. The project included a gender needs assessment, curriculum review and training of trainers |
| Egypt | <ul style="list-style-type: none"> • Initiated a dialogue with the Egyptian authorities to discuss the offer of services in the area of security sector reform • Responded to requests from various Egyptian organisations for expertise related to democratic control of armed forces |
| Iraq | <ul style="list-style-type: none"> • Supported the Third Perspectives on Common Security and Defence Policy (CSDP) dialogue session addressing EU policies in Iraq³⁴ |

³⁴ www.csdpmap.eu/events

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| Libya | <ul style="list-style-type: none">• Initiated a dialogue with the transitional government on challenges of security sector development and set the stage for exploring opportunities for future cooperation |
| Morocco | <ul style="list-style-type: none">• Continued to assist the government, parliament and civil society in implementing the recommendations made by Morocco's Truth and Reconciliation Commission• Organised a conference on Access to Information and Security Sector Governance (in cooperation with the Moroccan Study Centre for Human Rights and Democracy)• Supported lawmakers drafting new police legislation by providing comparative expertise for ensuring oversight and accountability of police and security forces. |

Key Results 2011:

- Established a strategic cooperation with the Ministries of the Interior and Justice in Tunisia, and helped launch a political process to improve relations between Tunisia's security forces and citizens
- Developed an electronic platform for monitoring the security situation in Tunisia before, during and after the 2011 Constituent Assembly elections
- Helped establish Community Safety Councils in four governorates of the West Bank
- Initiated a review process of the Palestinian intelligence services and military justice system
- Tunisia joined DCAF; opened an office in Tunis

Africa

Milestones:

| | |
|------------------|--|
| 2000 | Nigeria is among the founding members of DCAF |
| 2001 | South Africa and Côte d'Ivoire join DCAF |
| 2004 | DCAF holds a regional Foundation Council meeting in Nigeria |
| 2004 | DCAF and the ECOWAS Parliament sign a Memorandum of Understanding establishing a strategic partnership |
| 2008-2012 | Since its establishment DCAF ISSAT has delivered SSR support in 13 African countries (Burundi, Central African Republic, Democratic Republic of the Congo, Guinea, Guinea-Bissau, Kenya, Liberia, Mali, Rwanda, South Africa, South Sudan, Tunisia and Zimbabwe) |
| 2009 | Burkina Faso joins DCAF |
| 2009 | DCAF and the African Security Sector Network (ASSN) sign a Memorandum of Understanding to facilitate operational collaboration |
| 2009 | DCAF holds a regional Foundation Council meeting in South Africa |
| 2009 | The South African Department of Defence and DCAF sign a Joint Undertaking on Security Sector Reform and Governance |
| 2009 | DCAF and the Southern Africa Defence and Security Management Network sign a Memorandum of Understanding |
| 2010 | DCAF and ECOWAS Commission sign a Memorandum of Understanding on promoting good security sector governance in ECOWAS Member States; the ECOWAS Commission begins hosting a DCAF representative |
| 2010 | Burundi joins DCAF; African Union attends DCAF ISSAT Governing Board meeting as an observer |
| 2011 | Ghana, Mali and Senegal join DCAF; African Development Bank attends DCAF ISSAT Governing Board meeting as an observer |
| 2011 | ECOWAS Council of Ministers adopts the Code of Conduct for Armed Forces and Security Services of ECOWAS |

In 2011, the DCAF Foundation Council expanded with the inclusion of three new member states from Sub-Saharan Africa: Ghana, Mali, and Senegal. These countries took seats at the DCAF Foundation Council next to Burkina Faso, Burundi, Côte d'Ivoire, Nigeria, and South Africa, thus bringing the number of Sub-Saharan African member states to eight. DCAF also engaged in a dialogue with Mozambique and Namibia regarding their possible adhesion to the Centre.

At a regional level, DCAF continued to further develop the strategic cooperation established with the Economic Community of West African States (ECOWAS) on democratic security sector governance issues in West Africa.

Throughout 2011, DCAF facilitated the adoption process of the Code of Conduct for the Armed Forces and Security Services of ECOWAS. Developed over several years jointly by DCAF and the ECOWAS Commission, the Code aims at providing confidence-building measures and integrating democratic norms into the behaviour of security providers in West Africa. It reaffirms standards of conduct, democratic principles, and the obligation to ensure respect for human rights and international humanitarian law. The Code was endorsed by the ECOWAS Council of Ministers in August 2011 and will be submitted to the ECOWAS Authority of the Heads of State and Government for final adoption in 2012.³⁵

In addition to the Code of Conduct, DCAF continued to support the ECOWAS Commission in the drafting of the ECOWAS Regional Framework for Security Sector Governance / Security Sector Reform and Plan of Action.

Working in partnership with the ECOWAS Parliament, DCAF completed *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*.³⁶ Inspired by the Inter-Parliamentary Union–DCAF *Handbook on Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices*, the Guide advocates the principles of effective parliamentary oversight of the security sector. It was published in October 2011 in three official ECOWAS languages (English, French and Portuguese) and launched at a regional parliamentary workshop in Bamako on Parliamentary Oversight of the Security Sector: Disseminating Best Practices in ECOWAS Member States.

In the area of policy research DCAF completed a major project on Security Sector Governance in Francophone West Africa. Conducted in partnership with the African Security Sector Network (ASSN), the study draws on the work of experts from within the region to identify challenges and entry points for security sector reform in Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal, and Togo. The resulting book was launched at high-level conferences in Paris and London, with further dissemination activities planned in Europe and Africa. Copies of this work have already been provided at the request of the Guinean National Committee for Security Sector Reform in order to inform the development of SSR in the country.³⁷

Many of DCAF's regional activities on the African continent in 2011 focused on mainstreaming gender in security sector governance and reform.

³⁵ The latest draft of the Code of Conduct is available at www.dcaf.ch/Project/West-Africa-Code-of-Conduct-for-Armed-Forces-and-Security-Services-in-West-Africa

³⁶ www.dcaf.ch/Publications/Parliamentary-Oversight-of-the-Security-Sector-ECOWAS-Parliament-DCAF-Guide-for-West-African-Parliamentarians

³⁷ www.dcaf.ch/Publications/Security-Sector-Governance-in-Francophone-West-Africa-Realities-and-Opportunities

Regional Cooperation

Published in English and French, *The Security Sector and Gender in West Africa: A survey of police, defence, justice and penal services in ECOWAS states* documents the status of gender integration in the security sectors in 14 ECOWAS member states (Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo). Much of the data in this report has been gathered by in-country researchers and has never before been published or compared across countries in the region.³⁸

Throughout the year, DCAF participated in awareness raising and training activities on gender mainstreaming, working in close partnership with regional and multilateral organisations such as the Alliance for Migration, Leadership and Development (AMLDD), the Inter-Parliamentary Union (IPU), Femmes Africa Solidarité (FAS), the Angie Brooks International Centre (ABIC), and the Mano River Women's Peace Network (MARWOPNET). Among the regional events on gender and SSR held in 2011 are:

- A panel in Dakar on the Implementation of International Humanitarian Law and the UN Security Council Resolutions on Women, Peace and Security in Security Sector Reform
- A regional seminar on Legislating Against Sexual Violence Against Women in Post-Conflict Contexts in Ouagadougou, for parliamentary representatives from Burkina Faso, Burundi, Cameroon, Gabon, The Gambia, Equatorial Guinea, Mali, the Republic of Congo, Rwanda, Senegal, Sierra Leone, and Togo (in cooperation with the IPU)
- A capacity building module on Gender and DDR/SSR in Bamako, organised in cooperation with the Peacekeeping School Alioune Blondin Beye as part of a ten-day DDR course for mid-rank military and civilian experts from various African countries
- A capacity building workshop to promote the integration of gender in SSR within the Mano River Union, organised in cooperation with FAS, ABIC and MARWOPNET for representatives of security sector institutions and civil society organisations from Côte d'Ivoire, Guinea, Liberia, and Sierra Leone

In parallel with its regional activities, DCAF supported a number of national initiatives in the area of security sector governance and security sector reform. Africa also remained the key focus region of DCAF ISSAT support, with 16 ISSAT advisory field support or training missions taking place on the continent during the year.

The table below outlines DCAF's most significant country-specific projects in Africa in 2011:

³⁸ www.dcaf.ch/Publications/The-Security-Sector-and-Gender-in-West-Africa-A-survey-of-police-defence-justice-and-penal-services-in-ECOWAS-states

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| Burundi | <ul style="list-style-type: none"> • Conducted a series of mentoring missions to assist two Dutch strategic advisers providing support to the leadership of the Burundian Ministry of Defence and Public Security on matters of defence and police strategy and security sector development processes (DCAF ISSAT at the request of the Dutch government) • Organised a series of workshops with local stakeholders to familiarise them with the goals and operational modalities of the anticipated Security Sector Development Programme. Supported the training of military and police personnel who were delegated the task of drafting the military and police strategic plans (DCAF ISSAT at the request of the Dutch government) |
| Democratic Republic of the Congo | <ul style="list-style-type: none"> • Reviewed UK DFID's five-year Security Sector Accountability and Police Reform Programme in the Democratic Republic of the Congo, including a supplementary review of the Police Support Programme (DCAF ISSAT at the request of the UK government) |
| Guinea | <ul style="list-style-type: none"> • Organised a national conference on Developing a Guinean National Security Policy for the members of the National Transition Council, high-ranking officers of security forces, NGOs and the media (in cooperation with the African Institute for Security Sector Transformation, and the Africa Centre for Strategic Studies) • Provided assistance to UN DPA and UNOWA as part of their engagement with the Guinean national authorities for the planning, design and implementation of Guinea's National Seminar on SSR (DCAF ISSAT at the request of UN DPA and UNOWA) • Provided support to the UNDP Country Office in Guinea and their work to support the National Sectoral Technical Committees (DCAF ISSAT at the request of UNDP) |
| Liberia | <ul style="list-style-type: none"> • Supported the Armed Forces of Liberia and the Ministry of National Defence in the development of an action plan to establish an advisory group to mainstream gender into defence policies under review • Sponsored a mapping study on Gender and Security Sector Reform Actors and Activities in Liberia that provided baseline data on the level of integration of gender perspectives into security institutions' reform processes |
| Mali | <ul style="list-style-type: none"> • Provided expertise and financial support to an internal study on the participation of women in the Malian armed forces since 1974, at the request of the Ministry of Armed Forces and Veterans • Launched an assessment study on gender and security in Mali (in cooperation with the Shared Governance of Security and Peace Programme, a joint UNDP–Mali initiative) |
| Nigeria | <ul style="list-style-type: none"> • Signed a Memorandum of Understanding with the National Defence College formalising cooperation in the area of promotion of democratic security sector governance in West Africa, as well as policy research and training |

Regional Cooperation

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|---------------------|--|
| Senegal | <p>Supported various initiatives to promote participatory, inclusive dialogue on the integration of gender into the security sector of Senegal:</p> <ul style="list-style-type: none">• Built the capacity of the National Assembly to exercise gender-sensitive oversight of security institutions and policies (in cooperation with the AMLD and the ASSN)• Provided technical support to the Steering Committee drafting the National Action Plan on the implementation of UNSCR 1325 on women, peace and security (in cooperation with the AMLD)• Supported the Senegalese Armed Forces' initiative to advance the integration of female personnel in their ranks, including the development of a gender strategy for the armed forces, review of relevant legislation as well as gender training for armed forces personnel.• Organised a workshop on UNSCR 1325 for women's associations and networks from the region of Casamance (in cooperation with the AMLD)• Supported a first strategic planning meeting for regional and local NGOs working on women's empowerment, development and human rights issues in the Thiès region (in partnership with the Senegalese Chapter of the Women's Network for Peace and Security in West Africa – REPSFECO, and the Senegalese Female Lawyers Association – AJS) |
| Sierra Leone | <p>Supported various initiatives to promote participatory, inclusive dialogue on the integration of gender into the security sector of Sierra Leone:</p> <ul style="list-style-type: none">• Assisted the Ministry of Defence's Gender Equal Opportunities Office (GEO) in the development of a policy against sexual harassment in the Armed Forces• Organised a study trip to South Africa for the head of the GEO, during which she met her South African counterpart and participated in the South African National Defence Force's Gender Adviser Training Course• Assisted the Sierra Leone Police (SLP) in conducting an internal gender self-assessment, based on DCAF's <i>The Security Sector and Gender in West Africa: A survey of police, defence, justice and penal services in ECOWAS states</i>. The self-assessment resulted in the adoption of an action plan to improve SLP's gender responsiveness in the areas of policy and planning, community relations, accountability and oversight, institutional culture and personnel training• Organised a training workshop on gender-sensitive oversight of the security sector for the Gender Directorate of the Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA), the female security staff association Women in the Security Sector – Sierra Leone (WISS-SL) and local civil society organisations |

| | |
|--------------------|---|
| | <ul style="list-style-type: none"> • Sponsored a 12-month gender and SSR community project for the border areas in the Mano River Belt, focused on the strengthening of the capacity of men and women in rural communities to participate in the security governance institutions (in cooperation with the MSWGCA and the International Organisation for Migration). |
| South Sudan | <ul style="list-style-type: none"> • Supported Switzerland's SSR Programme in South Sudan, which advises the Government of South Sudan in the areas of international humanitarian law, civil-military relations, and the democratic control of armed forces (DCAF ISSAT at the request of the Swiss government) • Supported the review of implementation of the UK government's South Sudan Security Sector Development and Defence Transformation programme, and provided guidance on future programme design (DCAF ISSAT at the request of the UK Department for International Development) • Provided support to the work of the Government of Norway in South Sudan, to conduct a feasibility study on whether and how Norway can support the reform of the defence sector, and capacity building in the Ministry of Defence in particular (DCAF ISSAT at the request of the Norwegian government) |

Key Results 2011:

- The Code of Conduct for Armed Forces and Security Services of ECOWAS, which DCAF helped develop, was adopted by the ECOWAS Council of Ministers
- Ghana, Mali and Senegal joined DCAF
- African Development Bank present as an observer at DCAF ISSAT Governing Board meeting
- Supported the Senegalese Armed Forces in developing a gender strategy
- Sierra Leone Police adopted DCAF's *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector* to guide self-assessment processes within the organisation and establish a gender action plan
- Completed *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*
- Completed a country-by-country study on *Security Sector Governance in Francophone West Africa* which has become a reference point for SSR efforts within the region

Asia

Milestones:

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| 2006 | DCAF facilitates the creation of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia |
| 2007 | Indonesia joins DCAF |
| 2007-2010 | DCAF conducts a comprehensive Security Sector Reform and Civil Society Capacity Building programme in Indonesia |
| 2009 | Cambodia, Thailand and the Philippines join DCAF as permanent observers |
| 2009-2011 | DCAF conducts Security Sector Oversight Capacity Building programme in Nepal |
| 2011 | The Philippines joins DCAF as a member state |

DCAF has been conducting projects in East and Southeast Asia since 2006. Four countries from the region are represented on DCAF's Foundation Council: Indonesia and the Philippines are members of the Council while Cambodia and Thailand have permanent observer status.

At the regional level, DCAF's work in 2011 focused first and foremost on supporting the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG). Alongside the Friedrich Ebert Foundation (FES), DCAF facilitated the ninth IPF-SSG workshop in Phnom Penh, Cambodia in September 2011. The workshop took place on the eve of the annual meeting of the ASEAN Inter-Parliamentary Assembly and focused on the role of parliaments in supporting justice reform as an important dimension of security sector governance.

To promote regional discussion and debate about SSR as a peacebuilding activity, DCAF ISSAT ran a training course on SSR for mid-career civil servants from a broad range of countries in South and Southeast Asia as well as Japan. Organised in cooperation with the Japanese Foreign Ministry and the Hiroshima Peace Building Centre, the training focused on developing capacity, knowledge and coherence in SSR and aimed to encourage those working in peacebuilding to consider SSR an indispensable component of what they do.

In 2011, DCAF conducted work at a national level in Cambodia, Nepal, the Philippines, Thailand and Timor-Leste. The most important country-specific projects are outlined in the table below:

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| Cambodia | <ul style="list-style-type: none"> Organised a brainstorming session on the potential for the establishment of a multi-stakeholder dialogue process on SSG/SSR engaging representatives from government ministries, the parliament, NGOs and think tanks (in cooperation with the Cambodian Institute for Cooperation and Peace – CICP, and FES Cambodia) |
| Nepal | <ul style="list-style-type: none"> Concluded a two-year project on Security Sector Oversight Capacity Building in Nepal. Launched in 2009 at the request of Denmark, Norway, Switzerland and the United Kingdom, the project allowed to develop the capacity of parliament, civil society and security institutions to resolve challenges to security sector governance; introduce stakeholders to the mechanism and tools used to effect oversight, transparency and accountability; and promote dialogue between different interest groups. As part of concluding this project DCAF: <ul style="list-style-type: none"> Supported the State Affairs Committee in preparing suggestions to the government on the work plan on democratisation of the Nepalese Army Sponsored the publication of <i>From Conflict to Peace in Nepal – Peace Agreements 2005-2010</i>, that documents the genesis and evolution of the peace process in Nepal³⁹ |
| Philippines | <ul style="list-style-type: none"> Co-organised an introductory workshop on SSR for senior experts from the defence community, including the Armed Forces, the Department of National Defence (DND), the National Defence College of the Philippines (NDCP) and the Office of Civil Defence. The workshop allowed to introduce and develop a common understanding of SSR and contextualise SSR within the Philippine security sector environment (in cooperation with the NDCP and FES Philippines) Pursued dialogue with a number of government institutions and NGOs active in the area of security sector governance, including the NDCP, the DND, the Office of the Presidential Adviser on the Peace Process, the Institute for Strategic and Development Studies (ISDS), the International Center on Innovation, Transformation and Excellence in Governance (INCITEGov) |
| Thailand | <ul style="list-style-type: none"> Facilitated the inaugural workshop of the Thai Forum on Security Sector Governance that brought together representatives of the armed forces, police and other security institutions, government agencies, the parliament, as well as CSOs and academia. As part of this Forum, two dedicated working groups were established that will address police and military reform in Thailand (in cooperation with King Prajadhipok's Institute – KPI, and the FES Thailand) |

³⁹ www.dcaf.ch/Publications/From-Conflict-to-Peace-in-Nepal-Peace-Agreements-2005-2010

Regional Cooperation

- Co-organised an international conference on the challenges of SSG/SSR in Southeast Asia for some 90 senior military officers and civilian security experts from 16 Asia-Pacific countries, including China, India and Russia (in cooperation with the National Defence Studies Institute of the Royal Thai Armed Forces and FES Thailand)

Key Results 2011:

- Concluded a two-year project on Security Sector Oversight Capacity Building in Nepal; published *From Conflict to Peace in Nepal: Peace Agreements 2005 – 2010* that documents the genesis and evolution of the peace process in Nepal
- Reinforced the role of parliaments in security sector governance at a regional level through continued support for the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia, which has created a network of over 250 parliamentarians, parliamentary staffers, experts and security officials from Cambodia, Indonesia, Malaysia, the Philippines and Thailand.
- Supported the development of broad-based multi-stakeholder dialogues on SSR/SSG in Cambodia, Philippines and Thailand, engaging representatives of the armed forces, police, relevant ministries, parliament, academia and civil society.
- Contributed to the training in SSR/SSG of over 100 security and defence officials and civilian experts in the Philippines and Thailand.
- The Philippines, previously a permanent observer, became a member state of DCAF

Parliamentary Assistance

Milestones:

- 2001** DCAF begins cooperation with the IPU and NATO Parliamentary Assembly
- 2003** DCAF and IPU produce *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians* – a seminal tool for parliamentarians working on defence and security issues. The Handbook has by now been published in 38 languages, with over 100,000 copies distributed to parliaments worldwide
- 2004** DCAF launches Parliamentary Staff Advisers Programme in Southeast Europe
- 2005** DCAF and the Parliament of Norway publish *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies*
- 2007** DCAF completes the study on *Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Levels* for the European Parliament
- 2008** DCAF facilitates the establishment of The Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia
- 2011** DCAF and ECOWAS Parliament release *Parliamentary Oversight of the Security Sector: Guide for West African Parliamentarians*
- 2011** DCAF completes a study on *Parliamentary Oversight of Security and Intelligence Agencies in the European Union* for the European Parliament

Parliaments play a fundamental role in ensuring that security institutions are transparent and accountable to the wider population. As part of its mission to strengthen parliamentary democracy, DCAF conducts a variety of activities to develop the capacity of parliaments to play an effective role in the oversight and governance of the security sector.

DCAF's parliamentary programmes include practical support (capacity building and legislative support) and international cooperation (participation in seminars, workshops, conferences and sessions). Practical support on the national, regional and international levels is aimed at strengthening the expertise of members of parliaments and staffers on defence and security matters. One example of this practical support is DCAF's Parliamentary Staff Advisers Programme in Southeast Europe.⁴⁰

⁴⁰ www.dcaf.ch/Project/DCAF-Parliamentary-Staff-Advisers-Programme-in-Southeast-Europe

Global Issues in 2011

Over the years, DCAF has produced a number of reference publications in the area of parliamentary assistance, among them:

- DCAF–IPU *Handbook on Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* (available in 38 languages)
- *Making Intelligence Accountable: Legal Standards and Best Practices for Oversight of Intelligence Agencies* (available in 15 languages)

Throughout 2011, DCAF participated in various parliamentary assistance activities on a regional level, including:

- NATO Parliamentary Assembly's Rose-Roth seminars in Tbilisi (on Caucasian security), Tromsø (on Nordic security) and London (on Afghanistan)
- A regional conference in Bogotá on National and Regional Security and Defence Challenges in Latin America – The Role of Parliaments (in cooperation with the IPU)
- A conference in The Hague on Strengthening Intelligence Oversight in the Western Balkans for parliamentarians and members of oversight bodies from the Western Balkans. The conference is part of a wider DCAF programme on strengthening intelligence oversight in transition states (conducted in cooperation with the Netherlands Institute of International Relations – Clingendael, and the Dutch Review Committee on the Intelligence and Security Services – CTIVD)
- A Partnership for Peace (PfP) workshop in Geneva on The Role of Parliaments in Arms Control, Disarmament and Non-Proliferation of Weapons of Mass Destruction for members of parliament from NATO member states and PfP states (in cooperation with the Swiss Federal Department for Foreign Affairs, the NATO WMD Non-Proliferation Centre and the Geneva Centre for Security Policy)
- A regional workshop in Phnom Penh, Cambodia in the framework of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG) focusing on the role of parliaments in supporting justice reform

In 2011, DCAF worked on access to information in the security sector, an issue of particular concern for parliamentarians. Mandated by the Open Society Foundation, DCAF played an instrumental role in a multi-stakeholder dialogue on the development of Global Principles on National Security and the Right to Information. These principles aim to document and promote good practices which can assist parliamentarians in formulating legal frameworks in this field. DCAF contributed to this process by organising an international workshop for

parliamentary and other oversight institutions, as well as drafting sections of the Principles and related policy studies on access to information and on whistleblower protection in the security sector. The final version of the Principles and the studies will be published in 2012.

In 2011, DCAF also assisted and organised a number of events on a national level, aimed at building parliaments' capacity in SSR, in all the regions in which the Centre works (see Section II "Regional Cooperation").

Key Results 2011:

- Reinforced the role of parliaments in security sector governance at a regional level through continued support for European Parliament, ECOWAS Parliament, IPF-SSG, IPU, and NATO Parliamentary Assembly
- Successfully concluded the Parliamentary Staff Advisors Programme in Southeast Europe. Active since 2004, the programme helped develop a parliamentary staff capacity on defence and security matters in ten parliaments, which had previously been largely non-existent
- Supported regional parliamentary cooperation and provided comprehensive country-specific capacity building programmes on security sector oversight to parliaments in Bosnia and Herzegovina, Kosovo*, Montenegro, Moldova and Ukraine
- Completed *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*
- Completed study on *Parliamentary Oversight of Security and Intelligence Agencies in the European Union* for the European Parliament
- Drafted sections of the Global Principles on National Security and the Right to Information

* This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Private Security Governance

Milestones

- 2006** DCAF publishes the Yearly Book on *Private Actors and Security Governance*
- 2008** DCAF supports Swiss government and the ICRC in finalising The Montreux Document on Pertinent International Legal Obligations and Good Practices for States related to Operations of Private Military and Security Companies during Armed Conflict
- 2010** The International Code of Conduct for Private Security Service Providers (ICoC) is signed by 58 private security companies from 15 countries. The ICoC was developed under a Swiss government mandate that is facilitated and led by DCAF
- 2011-2012** DCAF and the Temporary Steering Committee develop an Oversight Mechanism to support compliance with the ICoC by member companies
- 2012** 39 states endorse The Montreux Document. More than 357 private security companies from more than 55 countries have signed the ICoC

In 2011, DCAF continued to support initiatives which aim to address the challenges of effective regulation of private military and security companies (PMSCs). These include support for efforts by the Swiss government to raise state awareness of their obligations towards PMSCs as articulated in The Montreux Document on Pertinent International Legal Obligations and Good Practices for States Related to Operations of Private Military and Security Companies during Armed Conflict (The Montreux Document). DCAF also continued to work to promote respect for international law by private service providers through clarifying international standards as well as by improving oversight and accountability of the industry.

A multi-stakeholder Temporary Steering Committee (TSC) was created following the successful conclusion of the International Code of Conduct for Private Security Service Providers (ICoC) Signatory Conference in November 2010 where the Code was initially signed by 58 private security companies. The TSC is charged with beginning work on developing an international governance and oversight mechanism to support compliance with the Code by member companies. The TSC is composed of nine members, three from each of the three stakeholder pillars: private security companies, states, and civil society. It aims to release the final Charter for the operation of the ICoC Oversight Mechanism by autumn 2012, less than two years after the ICoC Signatory Conference. The Oversight Mechanism should begin operations in early 2013.

As part of its role as facilitator to the ICoC initiative, DCAF actively maintained the website www.icoc-ppsp.org as a portal for news and information, including on the development of the ICoC Oversight Mechanism. This website provides the minutes of all of the meetings of the TSC and its working groups, studies, articles and

reports prepared to support their work, as well as a regular update on companies signing up to the ICoC. As of April 2012, this number had soared to 357 Signatory Companies hailing from 55 different states.

DCAF's continued support of the Swiss Federal Department of Foreign Affairs and the ICRC in promoting The Montreux Document culminated in two regional seminars, one held in Latin America (Santiago, Chile) in May 2011, and another in Asia (Ulaanbaatar, Mongolia) in October 2011. At the beginning of 2012, the Montreux Document had 39 endorsing states – more than doubling the original 17 which endorsed it in September 2008. It has also succeeded in establishing itself as a reference text for private contractors.

DCAF also continued to offer advisory services to the UN Working Group on the Use of Mercenaries (UNWG) and participated as an expert in the inaugural meeting of the open-ended Intergovernmental Working Group (IGWG). This initiative seeks to elaborate an international regulatory framework on the regulation, monitoring and oversight of the impact of the activities of PMSCs on human rights.

DCAF and the United Nations Office in Geneva (UNOG) held a panel discussion in December 2011 on Privatisation of Security: International Standards and Accountability. This was part of an annual series of joint DCAF–UNOG events aiming to raise awareness of various aspects of security sector governance and intended for the Geneva-based diplomatic community and United Nations entities.

DCAF continued its collaboration with the Centre for Security, Economics and Technology at the University of St. Gallen and the University of Colorado in Denver on an international research project aimed at gathering relevant data in the area of security privatisation. It is envisaged that a number of outputs resulting from this collaboration will be realised in 2012, including a web-based information portal and a second multi-stakeholder and multi-disciplinary conference bringing together a variety of actors ranging from security personnel to academics.

Key Results 2011-2012:

- Following its adoption in November 2010, 357 private military and security companies from 55 countries have now signed the International Code of Conduct for Private Security Service Providers (ICoC)
- DCAF plays a pivotal role in the development of an Oversight Mechanism to support the implementation of the ICoC. The Oversight Mechanism is expected to begin operations in early 2013
- DCAF promoted the Montreux Document initiative by organising two regional seminars in Asia and Latin America. These outreach efforts contributed to the expansion of the Montreux Document's membership to 39 states

Ombuds-Institutions for the Armed Forces

Milestones:

- 2007** DCAF and UNDP release *Monitoring and Investigating the Security Sector: Recommendations for Ombudsman Institutions to Promote and Protect Human Rights for Public Security*
- 2008** DCAF and OSCE-ODIHR release *The Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*
- 2009** First International Conference of Ombuds-Institutions for the Armed Forces (ICOAF) takes place in the Bundestag in Berlin, facilitated and led by DCAF. It is followed by annual meetings in Vienna (2010), Belgrade (2011) and Ottawa (2012)
- 2012** Ombuds-institutions of 25 states participate in the ICOAF initiative.

Since 2009, DCAF has been supporting the International Conference of Ombuds-Institutions for the Armed Forces (ICOAF). This Conference brings together representatives of ombuds-institutions from various countries with the purpose of exchanging experiences, best practices and lessons learned related to the mandate, powers and functioning of ombuds-institutions for the armed forces. To date, representatives of ombuds-institutions from the following 25 states have participated in the ICOAF initiative: Argentina, Austria, Belgium, Bosnia and Herzegovina, Canada, Estonia, Finland, France, Germany, Hungary, Ireland, Japan, Latvia, Lithuania, Montenegro, the Netherlands, Norway, Poland, Romania, Serbia, Slovakia, Slovenia, Sweden, the United Kingdom and the United States. The European Union, the OSCE, the United Nations and the European Organisation of Military Associations participated in ICOAF conferences as observers.

As part of its role as facilitator to the ICOAF initiative, DCAF developed and manages the website www.icoaf.org which functions as a resource centre for ICOAF, with a centralised database and information sharing platform for existing ombuds-institutions for the armed forces, as well as for those states that would like to set up such an institution.

In 2011, DCAF co-hosted events with ICOAF and published several studies on ombuds-institutions, including, among others:

- The Third International Conference of Ombuds-Institutions for the Armed Forces in Belgrade. Co-hosted by the Ombudsman of Serbia, the conference focused on the promotion and protection of human rights within and by the armed forces

Ombuds-Institutions for the Armed Forces

- A policy study on *Comparative Perspectives of Ombudsman Institutions for the Armed Forces* that compares the mandate, organisation and functioning of ombuds-institutions with jurisdiction over the armed forces in over 30 states⁴¹

Key Results 2011:

- Held the Third International Conference of Ombuds Institutions for Armed Forces (ICOAF) in Belgrade, which brought together representatives of ombuds institutions from 20 states
- Developed and manages a website for the ICOAF www.icoaf.org
- Continued developing a Handbook for ombuds-institutions for the armed forces which will be published in 2012

⁴¹ www.dcaf.ch/Publications/Comparative-Perspective-of-Ombudsman-Institutions-for-the-Armed-Forces

Gender and Security Sector Reform

Milestones:

- 2005** DCAF creates a Gender and Security team
- 2006** DCAF publishes *Women in an Insecure World. Violence against Women. Facts, Figures and Analysis*
- 2007** DCAF releases *Sexual Violence in Armed Conflict: Global Overview and Implications for the Security Sector*
- 2008** DCAF releases *Gender and Security Sector Reform Toolkit*
- 2008** DCAF starts the Gender and Security Programme in West Africa
- 2009** DCAF launches the Gender and Security Programme in the Western Balkans
- 2011** DCAF launches Reinforcing Gender and SSR Institutional Capacity in the Global South project

In 2011, DCAF strengthened its position as the point of reference for gender and security sector reform, raising awareness of its work at some 50 conferences and workshops worldwide and delivering gender and SSR modules in 28 training events, including:

- A pilot training-of-trainers course on the Integration of a Gender Perspective in Trainings on Civilian Crisis Management, organised by the Center for International Peace Operations (ZIF) and the German Agency for Development and Cooperation (GIZ) in Berlin
- A Comprehensive Approach to Gender in Operations, the European Security and Defence College-accredited international courses co-organised by the Ministries of Defence and Foreign Affairs of Spain and the Netherlands
- The conference on Advancing Gender Training in Theory and Practice at the Complutense University in Madrid
- The Nobel Women's Initiative conference on Women Forging a New Security: Ending Sexual Violence in Conflict, in Montebello, Canada
- The UNESCO Conference in Paris on Gender and Post-Conflict: Promoting the Participation of Women in Post-Conflict Reconstruction
- An ICRC workshop in Geneva on Protection for Victims of Armed Conflicts: How Can a Gender Perspective on International Humanitarian Law Make a Difference?

- A policy round table on Women, Peace and Security and the Modernization of the Security Sector, conducted by the Organization of American States in Washington, DC

In addition, DCAF provided closed-door briefings on gender and security to groups of policymakers and government officials in donor countries, notably to the Swiss Federal Department of Foreign Affairs, the Norwegian Ministry of Foreign Affairs, and the US Departments of Defence and State. The purpose of these briefings is to assist policymakers and donors in adapting their security assistance policies to the requirements of the UNSCR 1325, and their own countries' national action plans for the implementation of UNSCR 1325.

In 2011, DCAF launched a capacity building project to address the lack of expertise in the integration of gender in the security sector in the Global South. The objective of the project is to reduce the dependence of security institutions in the Global South on experts from donor countries by equipping local trainers and practitioners with gender and SSR skills. As part of the project, DCAF conducted a global mapping exercise that demonstrated a lack of gender training in approximately two thirds of surveyed security sector institutions (including the armed forces, border management and prison services).

In order to address these gaps, DCAF identified three partner institutions to undertake in-depth reviews of their curricula, provide support to the development of materials on gender and SSR, and facilitate training of trainers. These institutions are Al-Istiqlal University in Jericho, Occupied Palestinian Territories; the South African National Defence Force (SANDF), and the Southern African Defence and Security Management Network (SADSEM). The work on Reinforcing Gender and SSR Capacity in the Global South project will go on in 2012.

The year 2011 saw DCAF continue to lead the way in conducting practice-oriented research on gender and SSR and producing tools to assist security sector institutions integrate gender perspectives into their policies and practice. These tools included:

- *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector*. The Guide helps identify the gaps and the available institutional resources in terms of skills, knowledge, mandates, policies and procedures, to help security institutions address gender issues and become gender-responsive. The Guide was successfully field-tested by the Dutch Ministry of Defence and the Sierra Leone Police, and is available in both English and French.⁴²
- *Gender and Security Sector Reform: Examples from the Ground*. This compilation responds to increasing demand for examples of good practices on gender-sensitive SSR by bringing together 33 concrete

⁴² www.dcaf.ch/Publications/Gender-Self-Assessment-Guide-for-the-Police-Armed-Forces-and-Justice-Sector

illustrations of ways in which gender perspectives can be integrated into different security sector institutions around the world⁴³

- *Female Staff Associations in the Security Sector: Agents of Change?*
This research paper catalogues DCAF's experience from its work with female security staff associations in West Africa and the Western Balkans. It examines 67 female staff associations and identifies good practices in establishing and supporting such organisations, as well as their potential to become powerful champions and facilitators of more gender-responsive security services⁴⁴

Finally, in 2011 DCAF undertook a review of the reach and impact of its *Gender and SSR Toolkit* which was first published in 2008. The review included a survey of SSR stakeholders, 80% of whom stated that the Toolkit had had a positive impact upon their own policy advice or policy development; 57% stated that the GSSR Toolkit had had an impact upon operations, procedures or processes; and 67.5% stated that the GSSR Toolkit had had an impact upon developing standards or operational guidelines. Survey respondents included professionals from international organisations, NGOs or civil society organisations, researchers, government officials, and security sector institutions.

Key Results 2011:

- DCAF's *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector* was adopted by the Sierra Leone Police, the Ministries of Defence of the Netherlands and Bulgaria, and the OSCE Gender Advisor to guide their self-assessment processes
- Conducted survey showing 80 percent of consulted SSR stakeholders felt DCAF's *Gender and SSR Toolkit* had a positive impact on their policy advice and policy development
- Launched a project on Reinforcing Gender and SSR Capacity in the Global South to reduce the dependence of selected security institutions in Africa and the Occupied Palestinian Territories on external advisors through enhancing local capacity
- Supported the Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina in evaluating their gender and SSR training
- Launched a discussion on Gender and SSR within the Assembly of the Organization of American States

⁴³ www.dcaf.ch/Publications/Gender-and-Security-Sector-Reform-Examples-from-the-Ground

⁴⁴ www.dcaf.ch/Publications/Female-Staff-Associations-in-the-Security-Sector-Agents-of-Change

Integrity Building

Milestones:

- 2008** NATO launches the Building Integrity Initiative
- 2010** DCAF releases *Building Integrity and Reducing Corruption in Defence – A Compendium of Best Practices*
- 2012** DCAF publishes *Toolkit on Police Integrity*

Building Integrity is one of the initiatives resulting from NATO's Partnership Action Plan for Defence Institution Building. It aims at combating corruption in the defence sector that often plagues developing states or states in transition to democracy.

To support this initiative, DCAF published *Building Integrity and Reducing Corruption in Defence – A Compendium of Best Practices*. Produced in 2010 in collaboration with NATO and Transparency International UK, the compendium addresses concepts and tools which can be used to reduce the risk of corruption in defence structures. It includes case studies from Georgia, Indonesia, the Netherlands, Poland, the United Kingdom, Ukraine and the United States. In 2011, *Building Integrity and Reducing Corruption in Defence* was distributed to participants of the Lennart Meri conference in Tallinn, the Caucasian Security Conference in Tbilisi, the Baltic Security Conference in Riga and to participants of the Security Sector Reform round table in Bishkek. In 2011, DCAF also commissioned the Ukrainian and Arabic translations of the Compendium, in addition to the existing versions in English and Russian. Additional translations are planned for 2012.

In 2011, DCAF also completed the *Toolkit on Police Integrity* which identifies key measures and strategies for curbing police corruption. The Toolkit consists of nine chapters addressing various means and institutional resources that can be used to fight and prevent corruption in policing. The Toolkit was translated in Albanian, Macedonian and Serbian and will be introduced through a series of launching events in Southeast Europe during the first half of 2012.

Key Results 2011:

- Ran dissemination campaign in the Baltic states, the Caucasus and Central Asia for *Building Integrity and Reducing Corruption in Defence – A Compendium of Best Practices*
- Completed *Toolkit on Police Integrity*
- Compendium published in Russian and Ukrainian. Translations into Arabic, Pashto and Urdu started. Further translations to follow.

The International Security Sector Advisory Team

Milestones:

- 2007** DCAF establishes the International Security Sector Advisory Team (ISSAT)
- 2008** First ISSAT Governing Board meets in Geneva, which includes seven bilateral donors plus the United Nations. By the end of the year ISSAT becomes fully operational.
- 2009** New ISSAT Strategy mandating it to provide its members with 1) Advisory Field Support 2) Training and Capacity Building Support 3) Knowledge Services 4) Support to SSR Advocacy and Outreach
- 2011** ISSAT's operations expand: it now supports a total of 65 missions and activities in more than 20 countries and four continents annually
- 2011** ISSAT's SSR e-learning course goes on-line, by the end of the year over 600 participants from across the globe have signed up. The online SSR Community of Practice reaches 325 members by the end of the year
- 2011** Members of ISSAT Governing Board increase to 21, including 14 bilateral donors, plus multilateral, regional and multilateral organisations, including the EU, IOF, OECD and UN.

Established in 2007, DCAF's International Security Sector Advisory Team (ISSAT) aims to increase the capacity of the international community to support SSR processes, to enhance the effectiveness and quality of SSR programming, and to facilitate the coordination and coherence of international assistance for nationally-driven SSR processes.

At present, the ISSAT Governing Board has 21 members comprising the following countries and multilateral organisations: Austria, Belgium, Canada, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, the United Kingdom, the European External Action Service (EEAS) and European Commission, the OECD Secretariat, UNDP, UN DPA and UN DPKO. The International Organisation of La Francophonie (IOF) joined the ISSAT Governing Board as a new member in 2011. The African Union and the African Development Bank have also been present as observers at ISSAT Governing Board meetings.

The ISSAT team is made up of senior security and justice advisers, SSR associates, project officers, a training coordinator and a knowledge manager, all supported and directed by administrative and management staff. The core team is further

complemented by a roster of high-level professionals who provide additional expertise and specialised knowledge to ensure that ISSAT has sufficient human capacity and expertise to cover the full spectrum of security and justice sector reform issues, as well as in-depth country experience in the various areas of ISSAT engagement.

ISSAT Activities in 2011

2011 was an important year in further expanding the depth and range of support provided by ISSAT to its members. In 2011, ISSAT supported a total of 65 missions and activities in more than 20 countries and four continents. This included 23 Advisory Field Support missions mandated by the ISSAT members, and 19 trainings, reaching more than 600 participants from over 70 countries. An additional 600 participants benefitted from the newly launched ISSAT e-learning course. In 2011, ISSAT introduced specialised training in Police Reform, and the integration of SSR into Peace Support Operations training. Overall ISSAT activities and services can be grouped into four core areas: advisory field support; training and capacity building; knowledge services; and advocacy and outreach.

Advisory Field Support

Through its Advisory Field Support (AFS) ISSAT aims to provide targeted, project-specific SSR guidance to members' field and headquarters staff in the areas of assessment, programme design, and monitoring and evaluation. In 2011, ISSAT:

- Carried out 23 mandates for AFS, of which four were continuation mandates (mandates with multiple phases that started in the previous year), and ten were repeat mandates (separate mandates linked to a single programme, such as the repeat coaching mandates for the Netherlands in Burundi)
- Carried out eight coaching mandates. These varied from coaching international advisors in how to adapt their technical skills to a development context and incorporate SSR principles (e.g. Burundi or South Sudan), to supporting mandators to coach national actors undertaking their own processes (e.g. Guinea or Somalia)
- Attained an increasing number of monitoring and evaluation mandates, covering both reviews of individual programmes (such as the UK's Security Sector Accountability and Police Reform programme in the Democratic Republic of the Congo, and the Swiss programme in South Sudan) and reviews of overall approaches (such as the review of the UN's police activity in peacekeeping operations for DPKO)

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The table below provides an overview of ISSAT's advisory and field support missions conducted in 2011:

| | Activity | Requested by |
|---|--|---|
| Albania | <ul style="list-style-type: none"> Community Policing Programme Design | Sweden |
| Burundi | <ul style="list-style-type: none"> Coaching for Dutch Strategic Advisers Workshop on Defence / Police Review | The Netherlands |
| Democratic Republic of the Congo | <ul style="list-style-type: none"> Definition of Strategy for Military Justice Sector Mid-term Review of Security Sector Accountability and Police Reform Programme | European Union United Kingdom |
| Guinea | <ul style="list-style-type: none"> National Seminar on SSR Support to the Implementation of the Sectoral Action Plans for SSR | UN DPA/ UNOWA UNDP |
| Kenya | <ul style="list-style-type: none"> Briefing on Security Sector Scoping for Somali Experts | UN DPKO |
| Liberia | <ul style="list-style-type: none"> UNPOL Mapping (1st phase) | UN |
| Serbia | <ul style="list-style-type: none"> Baseline Study on the Strategic Management of the Ministry of the Interior | Sweden |
| South Sudan | <ul style="list-style-type: none"> Mid-term Review of Swiss SSR Programme in South Sudan Support to Norwegian Feasibility Study Review of UK's South Sudan Development and Defence Transformation Programme | Switzerland Norway United Kingdom |
| Switzerland | <ul style="list-style-type: none"> Mapping of Swiss SSR Activities | Switzerland |
| Timor Leste | <ul style="list-style-type: none"> Workshop for Civil Society Actors | Ireland |
| United Nations | <ul style="list-style-type: none"> Mapping and Assessment of Police and Law Enforcement Agencies in Post-Conflict Settings | UN DPKO |

Training and Capacity Building

Training and capacity development continues to represent a significant proportion of ISSAT's activities. Its objective is to enhance the international community's capacity to effectively provide training and support SSR in conflict-affected or development environments. During 2011, ISSAT conducted 19 training activities for over 500 participants from over 70 countries. In comparison to the two previous years, this

The International Security Sector Advisory Team

represents a two-fold increase in the number of nationalities represented at ISSAT trainings. The table below provides an overview of ISSAT's training conducted in 2011:

| | Activity | Requested by |
|--------------------------|--|--|
| Austria | <ul style="list-style-type: none"> • Level 1 SSR Training | Austria / Switzerland |
| Burundi | <ul style="list-style-type: none"> • Level 1 SSR Training | The Netherlands |
| Denmark | <ul style="list-style-type: none"> • Level 1 SSR Training | Denmark |
| European Union | <ul style="list-style-type: none"> • EU Study on EC support to Justice Reform • EC Training Facilitation and EC Meta-Evaluation Review | European Union European Commission |
| Finland | <ul style="list-style-type: none"> • Level 1 and 2 SSR Training | Finland / The Netherlands |
| France | <ul style="list-style-type: none"> • Level 1 SSR Training | France |
| Japan | <ul style="list-style-type: none"> • SSR Training Support for Japanese Peace Building Centre | Ireland |
| Mali | <ul style="list-style-type: none"> • Level 1 SSR Training and Training-of-Trainers | The Netherlands |
| Slovakia | <ul style="list-style-type: none"> • Level 1 SSR Training for Visegrad 4 | Slovakia |
| South Africa | <ul style="list-style-type: none"> • African Union-UN Support to Pan-African Parliament | UN / African Union |
| Switzerland | <ul style="list-style-type: none"> • Level 2 SSR Training and Training-of-Trainers | Switzerland / Austria |
| Tunisia | <ul style="list-style-type: none"> • African Development Bank JSSR Workshop | Switzerland |
| United Kingdom | <ul style="list-style-type: none"> • Police Masterclass Training on SSR | Canada / Norway / the Netherlands / United Kingdom |
| United Nations HQ | <ul style="list-style-type: none"> • Support to Annual Heads Meeting • Senior SSR Practitioners Course | UN OROLSI UN |
| Zimbabwe | <ul style="list-style-type: none"> • African Union-UN Regional SSR Orientation Workshop | UN |

The International Security Sector Advisory Team

The main achievements for 2011 related to ISSAT's Training and Capacity Building activities included:

- The development of an ISSAT training calendar
- Availability of training material through the ISSAT website <http://issat.dcaf.ch>
- The revision and completion of the Advanced Level 2 training
- Further development of the capacity to design and deliver SSR trainings to Francophone audiences
- The development of a manual on SSR and a manual for SSR trainers, available in both English and French
- The introduction of the e-learning course on SSR which offers participants a summary of ISSAT's introductory Level 1 training. Developed in cooperation with the United Nations Institute for Training and Research (UNITAR), this course is the first of its kind and has helped ISSAT reach out to a wide audience in a cost-effective manner.⁴⁵

Knowledge Services

ISSAT's Knowledge Services aim to help practitioners to enhance their success in supporting SSR programmes by providing tools, processes for learning, and opportunities for coordination that make it easy and enjoyable to access and apply the best available SSR knowledge and expertise.

2011 saw ISSAT Knowledge Services begin to gather pace. Open to all individuals who have an interest in the practical implementation of SSR programmes, membership in the ISSAT's Community of Practice (CoP) has risen from 40 to over 300 members and includes individuals from a wide range of SSR disciplines, such as military, police, intelligence and justice; from government ministries, civil society organisations and international organisations; and from countries undergoing SSR as well as those supporting them.

To serve the needs of this growing community of SSR practitioners, ISSAT Knowledge Services have added a number of new features to the CoP website <http://issat.dcaf.ch>. These include training course information, ISSAT and member blogs, a jobs board, a directory of people and organisations, a resource library and a forum which allows members to receive and contribute comments on various practical issues of interest to the CoP.

⁴⁵ www.unitar.org/event/introduction-security-sector-reform-foundation-course

Advocacy and Outreach

As part of Advocacy and Outreach, ISSAT aims to raise awareness of SSR across members' departments and agencies, broaden knowledge on lessons learned and encourage the use of good practice across the international community. It includes activities such as Capital visits, Governing Board meetings, High Level Panel discussions, SSR briefings, and other networking events that bring together key SSR practitioners and offer the opportunity to discuss SSR challenges facing the international community.

During 2011, Advocacy and Outreach was included as one of ISSAT's main service lines. ISSAT conducted eight Capital visits (in Austria, Canada, Ireland, Finland, France, the Netherlands, Sweden, and the United Kingdom) and held a number of briefings on SSR, for example at the *Institut des hautes études de défense nationale* in France, in Slovakia for the Visegrad 4, at the OSCE's Annual Meeting of Police Experts, and a briefing to the UN Friends of SSR.

In May 2011, ISSAT hosted its second High Level Panel discussion focusing on a Common Approach for Building International Capacity to Support Security and Justice Sector Reform. The panel addressed key challenges, highlighting, in particular, the issue of having both quantity and quality of personnel available for deployment in support of security and justice sector endeavours.

Key Results 2011:

- ISSAT is acknowledged as a credible source of advice on SSR implementation, supporting total of 65 missions in more than 20 countries on four continents in 2011
- ISSAT support is rated as very good or excellent by its Governing Board members
- ISSAT remains a global leader in the provision of SSR training, having launched its first-of-a-kind e-learning course on SSR, and supported 19 trainings for over 600 participants from over 70 countries in 2011.
- ISSAT's Community of Practice reinforced its role as a forum enabling members of the SSR community to share materials, good practice and seek advice to better address SSR challenges on the ground.

Back to the Roots: Security Sector Reform and Development

Milestones:

- 2003** The Yearly Book series is launched with the first volume on *Challenges of Security Sector Governance*. In the succeeding years, the Yearly Books addressed the following topics:
- 2004** *Reform and Reconstruction of the Security Sector*
- 2005** *Security Governance in Post-Conflict Peacebuilding*
- 2006** *Private Actors and Security Governance*
- 2007** *Intergovernmental Organisations and Security Sector Reform*
- 2008** *Local Ownership and Security Sector Reform*
- 2009** *Security Sector Reform in Challenging Environments*
- 2010** *Security Sector Transformation in Africa*
- 2011** *Back to the Roots: Security Sector Reform and Development*

In 2011, the ninth volume in DCAF's flagship Yearly Book series was released, entitled *Back to the Roots: Security Sector Reform and Development*.⁴⁶

Since the introduction of the SSR concept in the late 1990s, an abundance of claims have been made in academic publications and policy statements about SSR's importance for achieving development goals. These claims centred on the argument that reforms geared to enhance the effectiveness, management and oversight of the security sector would contribute to providing a positive environment in which development could occur. Nonetheless, two obstacles in particular stand in the way of achieving this promise: a lack of evidence that SSR is designed in tandem with development objectives or produces a recognisable development dividend; and the absence of mutual learning, sharing of experience and planning between development and SSR communities.

The 2011 DCAF Yearly Book provides lessons, suggestions and practical advice for approaching SSR as an instrument that serves both security and development objectives. It discusses ways in which SSR can foster a positive interrelationship

⁴⁶ www.dcaf.ch/yb2011

between security and development communities, supporting contributions to sustainable human and economic development. The different chapters share insights on conceptual debates, gender approaches, regional experiences, lessons from DDR and SSR practice, and evolving approaches by international organisations and the broader donor community.

The book reminds development and security practitioners that they need to take each other's experiences and concerns into account when planning, implementing and evaluating their SSR, development and other reform and assistance activities. Doing so will maximize the impact of their respective efforts and assure that SSR lives up to its original intention of being an important facilitator not only of good governance, justice and security, but also of economic growth, poverty reduction and human development.

Annexes












DCAF Foundation Council











The Foundation Council is the supreme body of the DCAF Foundation. In 2011, it comprised **61 Member States** (including the canton of Geneva) plus 5 observers. The Council is presided over by Mr Christophe Keckeis (Switzerland). Hon. Adolf Ogi, former Federal Counsellor and President of the Swiss Confederation, is Honorary President of the DCAF Foundation Council.

The table below lists DCAF Member States alphabetically. The figure in brackets indicates the year each State joined the DCAF Foundation. The list of DCAF Member States' representatives is given as of 5 April 2012.

| | | |
|---|----------------------|--|
|  | Albania (2000) | Ambassador Mehmet Elezi Ambassador to Switzerland |
|  | Argentina (2009) | Mr Gustavo Sibilla Undersecretary for Logistics and Operational Planning Ministry of Defence |
|  | Armenia (2002) | Ambassador Charles Aznavour Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Austria (2000) | Major General Johann Pucher Director for Security Policy, Ministry of Defence |
|  | Azerbaijan (2002) | Ambassador Araz Azimov Deputy Minister of Foreign Affairs |
|  | Belarus (2002) | Ambassador Mikhail Khvostov Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Belgium (2004) | Mr Hugo Brauwers Consul General and Deputy Permanent Representative, Permanent Mission to the United Nations Office and specialized institutions in Geneva |

Annexes










| | | |
|---|----------------------------------|--|
|  | Bosnia and Herzegovina (2001) | Nomination pending |
|  | Bulgaria (2000) | Ambassador Gancho Ganev Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Burkina Faso (2009) | Colonel Honoré Lucien Nombre Head of Policy Planning, Ministry of Defence |
|  | Burundi (2010) | Brigadier General Athanase Kararuzza General Staff, Ministry of National Defence and Former Combatants |
|  | Canada (2003) | Ambassador Elissa Golberg Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Cote d'Ivoire (2001) | Ambassador Kouadio Adjoumani Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Croatia (2001) | Ambassador Vesna Vuković Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Cyprus (2008) | Ambassador Leonidas Pantelides Permanent Representative to the United Nations Office at Geneva and specialised institutions in Switzerland |
|  | Czech Republic (2000) | Ambassador Kateřina Sequensová Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Denmark (2002) | Ms Pernille Langeberg Head of Department of Security Cooperation and International Law, Ministry of Defence |
|  | Estonia (2000) | Mr Indrek Sirp Director of International Co-operation Department, Ministry of Defence |

| | | |
|---|------------------------------|---|
|  | Finland (2000) | Ambassador Hannu Himanen Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | France (2000) | Ambassador Jean-Hugues Simon-Michel Permanent Representative to the Conference on Disarmament |
|  | Geneva (Canton) (2000) | Mr Jean Freymond President, Network for Governance, Entrepreneurship & Development (GE&D) |
|  | Georgia (2001) | Ambassador Zurab Tchiaberashvili Permanent Representative to the United Nations and other international organizations at Geneva |
|  | Germany (2000) | Major General Karl Müllner Assistant Chief of Armed Forces Staff (Politico-Military Affairs and Arms Control), Ministry of Defence |
|  | Ghana (2011) | Brigadier General Seidu Adams Military Secretary, Ministry of Defence |
|  | Greece (2002) | Ambassador Georges Kaklikis Permanent Representative to the United Nations Office at Geneva and other international organizations in Switzerland (nomination received March 2012) |
|  | Hungary (2000) | Mr Peter Siklósi Deputy State Secretary for Defence Policy and Planning, Ministry of Defence |
|  | Indonesia (2007) | Ambassador Dian Triansyah Djani Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Ireland (2000) | Ambassador Gerard Corr Permanent Representative to the United Nations Office and specialized institutions in Geneva |











Annexes





| | | |
|---|-------------------------|---|
|  | Italy (2001) | Ambassador Giovanni Manfredi Permanent Representative to the Conference on Disarmament |
|  | Kyrgyzstan (2011) | Ambassador Gulnara Iskakova Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Latvia (2000) | Mr Janis Karlsbergs Representative of the Ministry of Defence to NATO and the EU |
|  | Lebanon (2007) | Brigadier General Walid Salman Chief of Staff, Lebanese Armed Forces |
|  | Liechtenstein (2006) | Ambassador Norbert Frick Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Lithuania (2000) | Mr Vaidotas Urbelis Policy Director, Ministry of National Defence |
|  | Luxembourg (2003) | Ambassador Gérard Philipps Ambassador to Switzerland |
|  | Macedonia* (2000) | Mr Marijan Pop-Angelov Director for Political Security Cooperation, Ministry of Foreign Affairs |
|  | Mali (2011) | Mahamadou Niakaté Inspector-General of Police, Secretary General, Ministry of Internal Security and Civil Protection |
|  | Malta (2008) | Ambassador Victor Camilleri Permanent Representative to the United Nations Office and other international organizations in Geneva |

* Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

| | | |
|---|---------------------------------|--|
|  | Moldova (2002) | Ambassador Tatiana Lapicus Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Montenegro (2006) | Ambassador Ljubiša Perović Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Netherlands (2001) | Ambassador Paul van den IJssel Permanent Representative to the Conference on Disarmament |
|  | Nigeria (2000) | Ambassador Martin Uhomoibhi Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Norway (2002) | Ambassador Steffen Kongstad Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Philippines (2011) | Mr Pio Lorenzo F. Batino Undersecretary for Legal and Legislative Affairs and Strategic Concerns, Department of National Defence |
|  | Poland (2000) | Nomination pending |
|  | Portugal (2003) | Ambassador Graça Andresen Guimarães Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Romania (2000) | Ambassador Maria Ciobanu Permanent Representative to the United Nations Office and international organizations in Switzerland |
|  | Russian Federation (2000) | Ambassador Alexey Borodavkin Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Senegal (2011) | General Meïssa Niang Director for Oversight, Research and Legislation, Ministry of the Armed Forces |

Annexes

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|---|------------------------|---|
|  | Serbia (2001) | Ambassador Uglješa Zvekić Permanent Representative to the United Nations Office and international organizations in Geneva |
|  | Slovakia (2000) | Ambassador Fedor Rosocha Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Slovenia (2001) | Ms Suzana Ivanović Secretary, Head of European Affairs and International Cooperation Service, Ministry of the Interior |
|  | South Africa (2001) | Mr Tsepe Motumi Chief of Policy and Planning, Deputy Director-General, Department of Defence |
|  | Spain (2001) | Major General (AF) Jose J. Muñoz Castresana Deputy Director General for Defence Policy, Ministry of Defence |
|  | Sweden (2001) | Ambassador Jan Knutsson Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Switzerland (2000) | Mr Christophe Keckeis President of DCAF's Foundation Council |
|  | Switzerland (2000) | Ambassador Alexandre Fasel Permanent Representative to the Conference on Disarmament, Treasurer of the DCAF Foundation Council |
|  | Switzerland (2000) | Mr Willi Graf Deputy Head of the Corporate Domain Regional Cooperation, Swiss Agency for Development and Cooperation (SDC), Federal Department of Foreign Affairs, Secretary of the DCAF Foundation Council |
|  | Tunisia (2011) | Ambassador Moncef Baati Permanent Representative to the United Nations Office in Geneva and specialized institutions in Switzerland |

| | | |
|---|-----------------------------|---|
|  | Turkey (2003) | Nomination pending |
|  | Ukraine (2000) | Ambassador Mykola Maimeskul Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | United Kingdom (2000) | Ms Michele Law Security and Justice Advisor, Conflict, Humanitarian and Security Department, Department for International Development |
|  | United States (2000) | Nomination pending |

Permanent observers:

| | | |
|---|--------------------|--|
|  | Cambodia (2009) | Ambassador Sun Suon Permanent Representative to the United Nations Office and other international organizations in Geneva |
|  | Chile (2011) | Nomination pending |
|  | IPU (2009) | Mr Martin Chungong Director, Division for the Promotion of Democracy |
|  | IOF (2008) | Ambassador Ridha Bouabid Permanent Observer, Permanent Delegation to the United Nations Office and other international organizations in Geneva |
|  | Kazakhstan | Application for permanent observer status received April 2012 |
|  | Thailand (2009) | Ambassador Sihasak Phuangketkeow Permanent Representative to the United Nations Office and other international organizations in Geneva |

The Bureau

The Bureau of DCAF's Foundation Council makes policy decisions between the sessions of the Council. It is made up of the President, the Treasurer, the Secretary of the Council and two other members elected by the Council.

| | | |
|---|-----------|---|
|  | President | Mr Christophe Keckeis President of DCAF's Foundation Council |
|  | Treasurer | Ambassador Alexandre Fasel Permanent Representative to the Conference on Disarmament |
|  | Secretary | Mr Willi Graf Deputy Head of the Corporate Domain Regional Cooperation, Swiss Agency for Development and Cooperation (SDC), Federal Department of Foreign Affairs |
|  | Member | Ambassador Jan Knutsson Permanent Representative of Sweden to the United Nations Office and other International Organisations in Geneva |
|  | Member | Ms Michele Law Security and Justice Advisor, Conflict, Humanitarian and Security Department, UK Department for International Development |

DCAF International Advisory Board

DCAF's International Advisory Board is the Centre's primary consultative body. It is composed of eminent international experts in DCAF's fields of operation who act in their personal capacity. The list of DCAF's International Advisory Board Members is given as of 5 April 2012.

| | |
|-----------------------------|--|
| Nayef Al-Rodhan | Senior Member, St. Antony's College, Oxford University; Senior Scholar in Geostrategy, Director of the Programme on the Geopolitical Implications of Globalisation and Transnational Security, Geneva Centre for Security Policy |
| Alexey Arbatov | Corresponding Member of the Academy of Sciences of the Russian Federation; Director of the Center for International Security at the Institute for World Economy and International Relations |
| Nicole Ball | Senior Fellow, Center for International Policy, Washington DC |
| Peter Batchelor | Country Director of UNDP Iraq |
| Carl Bildt | *Membership of the Advisory Board currently suspended during tenure as Minister of Foreign Affairs of Sweden |
| Christian Catrina | Ambassador, Deputy Secretary General, General Secretariat, Swiss Federal Department of Defence, Civil Protection and Sport |
| Umit Cizre | Director of International Center for Modern Turkish Studies, Istanbul Şehir University |
| Anthony H. Cordesman | Arleigh A. Burke Chair in Strategy, Center for Strategic and International Studies, Washington DC |
| Peter J. Croll | Director, Bonn International Center for Conversion |

Annexes

| | |
|------------------------------------|--|
| Erwin Dahinden | Brigadier General, Director International Relations Defence, Swiss Federal Department of Defence, Civil Protection and Sports |
| Jean-Jacques de Dardel | Swiss Ambassador to France and Monaco |
| Álvaro de Vasconcelos | Director of the European Union Institute for Security Studies, Paris |
| Elisabeth Decrey Warner | Executive President, Geneva Call |
| Jayantha Dhanapala | Chairman, UN University Council; President, Pugwash Conferences on Science and World Affairs |
| Corina Eichenberger-Walther | Member of the National Council, Swiss Parliament, Bern |
| Jonah I. Elaigwu | President, Institute of Governance and Social Research, Jos, Nigeria |
| Thomas Greminger | Ambassador, Permanent Representative of Switzerland to the OSCE, the United Nations and the International Organisations in Vienna |
| Miroslav Hadžić | President of the Managing Board, Belgrade Centre for Security Policy; Faculty of Political Science, University of Belgrade |
| Aleya Hammad | Secretary General, Women Defending Peace, Geneva |
| François Heisbourg | Special Advisor, Foundation for Strategic Research, Paris; President, Geneva Centre for Security Policy; Chairman, International Institute for Strategic Studies, London |
| Eboe Hutchful | Executive Director, African Security Dialogue and Research, Accra |
| Paul Jackson | Director of the Global Facilitation Network for Security Sector Reform (GFN-SSR) and Head of International Development Department, University of Birmingham, UK |
| Ljubica Jelusic | Former Minister of Defence of Slovenia |

DCAF International Advisory Board

| | |
|---------------------------------|---|
| Andrzej Karkoszka | Managing Director, Aerospace, Defence and Security, Central and Eastern Europe, PWC, Warsaw |
| Catherine M. Kelleher | College Park Professor, University of Maryland and Senior Fellow, Watson Institute, Brown University |
| Girts Valdis Kristovskis | Former Minister of Foreign Affairs, former Minister of Defence of Latvia |
| Sonja Licht | President, Belgrade Fund for Political Excellence |
| Agnes Marcaillou | Director of UN Mine Action Service (UNMAS), Office of Rule of Law and Security Institutions, Department of Peacekeeping Operations, United Nations |
| Michael Matthiessen | Director, European Parliament and national parliaments, European External Action Service (EEAS) |
| Christian Miesch | Former Member of the Swiss National Council |
| Boubacar N'Diaye | Professor, Political Science Department, the College of Wooster |
| N'dioro N'diaye | President, Alliance for Migration, Leadership and Development (AMLD), Dakar, Senegal; former Minister of Family Affairs of Senegal |
| Karlis Neretnieks | Major General (Retd), Researcher and former Rector, Swedish National Defence College; former Advisor on Security Sector Reform, Swedish Ministry of Defence |
| Michael Noone | Professor of Law, Catholic University of America, Washington DC |
| 'Funmi Olonisakin | Director, Conflict, Security and Development Group, International Policy Institute, King's College, London |
| Ioan Mircea Paşcu | Member of the European Parliament, former Minister of National Defence of Romania |

Annexes

| | |
|------------------------------|--|
| Wolfgang Petritsch | Permanent Representative of Austria to the Organisation for Economic Co-operation and Development |
| Tomas Ries | Lecturer, Swedish National Defence College |
| Sergey Rogov | Director, Institute of USA and Canada, Russian Academy of Sciences, Moscow |
| Adam Daniel Rotfeld | Polish Institute of International Affairs; former Minister of Foreign Affairs of Poland; former Director of the Stockholm International Peace Research Institute |
| Abdulaziz Sager | Chairman, Gulf Research Center |
| Herbert Salber | Director of the Conflict Prevention Centre of the OSCE, Vienna |
| Wolfgang Schneiderhan | Former Chief of Defence Staff, Germany |
| Velizar M. Shalamanov | Director Sponsor Account NATO and Nations, NATO C3 Agency (Consultation, Command and Control); Chairman, George C. Marshall Association – Bulgaria |
| Walter Slocombe | Partner, Caplin Drysdale, Chartered, Washington DC; former Senior Advisor and Director for Security Affairs (National Security and Defense) in the Coalition Provisional Authority for Iraq; former Under Secretary of Defense for Policy, Department of Defense |
| David Spence | First Counsellor Delegation of the European Union to the United Nations in Geneva |
| Jürg Streuli | President, Swiss Foundation for Mine Action |
| Fred Tanner | Director, Geneva Centre for Security Policy |
| Kassym-Jomart Tokayev | Director-General of the United Nations Office at Geneva |





DCAF International Advisory Board

| | |
|------------------------------|---|
| Willem F. van Eekelen | Member of the Netherlands Advisory Committee on European Integration; former Minister of Defence of the Netherlands, former Secretary General of the Western European Union |
| Nancy J. Walker | Director, Michael S. Ansari Africa Center, Atlantic Council, Washington DC |
| Jusuf Wanandi | Member of the Board of Directors, Senior Fellow, Centre for Strategic and International Studies (CSIS), Jakarta |
| Scott M. Weber | Director-General, Interpeace, Geneva |
| W. Bruce Weinrod | Senior Fellow, The Potomac Foundation, Washington DC |
| Mark White | Security Sector Reform Adviser, UK Department for International Development |
| Andrei Zagorski | Associate Professor, Moscow State Institute for International Relations |

The International Security Sector Advisory Team (ISSAT)

DCAF's International Security Sector Advisory Team (ISSAT) provides practical support to the international community in its efforts to improve security and justice, primarily in conflict-affected and fragile states. It does this by working with a group of member states and institutions to develop and promote good security and justice reform practices and principles, and by helping its members to build their capacity to support national and regional security and justice reform processes. ISSAT is administered by its Governing Board which in 2011 was composed of 14 states and seven multilateral partners:

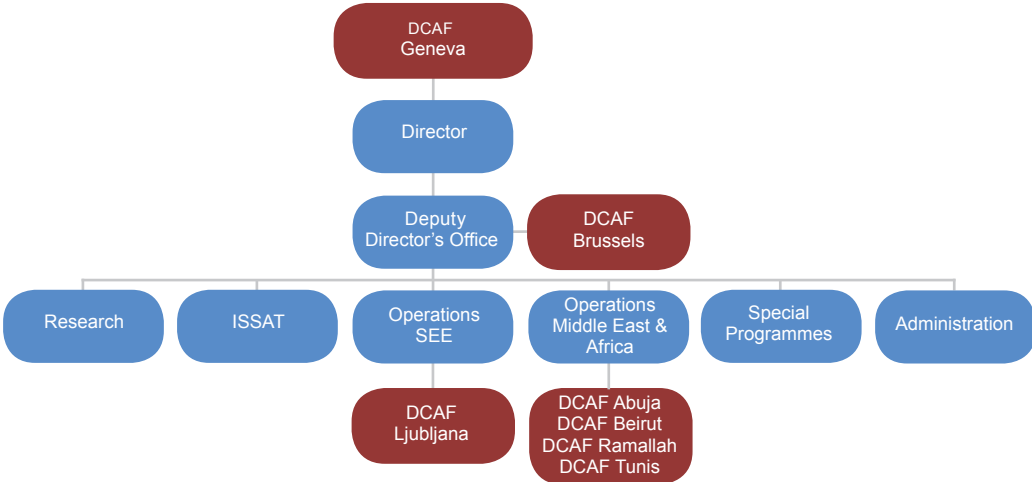
States

| | |
|---|--|
|  Austria |  Ireland |
|  Belgium |  The Netherlands |
|  Canada |  Norway |
|  Estonia |  Slovakia |
|  Finland |  Sweden |
|  France |  Switzerland |
|  Germany |  United Kingdom |

Multilateral organisations

| |
|--|
|  European Commission |
|  European External Action Service (EEAS) |
|  International Organisation of La Francophonie (IOF) |
|  Organisation for Economic Co-operation and Development (OECD) |
|  United Nations Department of Peacekeeping Operations (UN DPKO) |
|  United Nations Department of Political Affairs (UN DPA) |
|  United Nations Development Programme (UNDP) |

DCAF Organisation Chart and Offices



- Head office
- Regional and country offices

DCAF Staff

DCAF staff in 2011 numbered over 120 employees from more than 30 countries, working at DCAF's Head office in Geneva as well as in the Centre's regional and country offices in Abuja, Beirut, Brussels, Ljubljana, Ramallah and Tunis. A list of nationalities of permanent staff can be found below.

Permanent Staff in 2011

| | | | |
|--|---|--|----|
|  Argentina | 1 |  Norway | 1 |
|  Australia | 3 |  Occupied Palestinian Territories | 7 |
|  Brazil | 1 |  Pakistan | 1 |
|  Bosnia and Herzegovina | 1 |  Philippines | 1 |
|  Canada | 2 |  Poland | 1 |
|  Cameroon | 1 |  Romania | 1 |
|  Denmark | 1 |  Russian Federation | 1 |
|  Estonia | 1 |  Serbia | 1 |
|  Finland | 1 |  Slovakia | 1 |
|  France | 8 |  Slovenia | 5 |
|  Germany | 7 |  South Africa | 1 |
|  Hungary | 2 |  Spain | 2 |
|  India | 2 |  Sri Lanka | 1 |
|  Italy | 1 |  Sweden | 1 |
|  Japan | 1 |  Switzerland | 31 |
|  Lebanon | 1 |  Tunisia | 5 |
|  Macedonia | 1 |  Turkey | 1 |
|  The Netherlands | 3 |  United Kingdom | 14 |
|  Nigeria | 1 |  United States | 7 |

DCAF Secondees

Several countries support DCAF by seconding personnel to the Centre. Switzerland, through the Federal Department of Foreign Affairs, seconds DCAF's Director. Until summer 2011, Switzerland also seconded an expert to DCAF's Operations Division for Africa and the Middle East. France contributes two generals to DCAF, one serving as Liaison Officer to France and Senior Advisor for Civil-Military Relations to the DCAF Director, the other serving as Senior Police and Gendarmerie Advisor supporting DCAF's International Security Sector Advisory Team.

Since 2008, Norway has been seconding a senior civilian official from the Ministry of Defence to support DCAF's Operations Division Europe. Liechtenstein seconds a former Director of the National Police who serves as Senior Adviser on policing and border-policing matters.

DCAF's office in Ljubljana receives three senior police officers – two seconded by Slovenia, one seconded by Austria – and a legal advisor seconded by the Serbian Ministry of the Interior. These secondees support the work of the Secretariat of the Police Cooperation Convention for Southeast Europe, which DCAF Ljubljana is hosting.

Until spring 2011, Canada seconded a senior officer of the Royal Canadian Mounted Police who worked as Programme Manager for DCAF's Police Programme. Until summer 2011, Germany seconded a Liaison Officer working with DCAF's Director's office. Macedonia continues to second a border police officer based in Skopje.

Seconded Personnel in 2011

| | | | |
|---|---|---|---|
|  Austria | 1 |  Macedonia | 1 |
|  Canada | 1 |  Norway | 1 |
|  France | 2 |  Serbia | 1 |
|  Germany | 1 |  Slovenia | 2 |
|  Liechtenstein | 1 |  Switzerland | 2 |

DCAF Accounts

DCAF's budget in 2011 reached **31,59 million Swiss francs** of which Switzerland financed 47.8 percent, and other member states and international organisations 52.2 percent. Detailed information on income and expenditure items, as well as a list of DCAF's donor governments in 2011 can be found below. All figures are given in Swiss francs.

| I. Cash contributions | 2011 |
|--|-------------------|
| 1. Swiss Federal Department of Foreign Affairs (DFA) | |
| DFA - Core funding | 9'698'500 |
| DFA - Incentive scheme | 600'000 |
| DFA - Project funding | 1'655'609 |
| Total Cash contributions DFA | 11'954'109 |
| 2. Swiss Federal Department of Defence, Civil Protection and Sport (DDPS) | |
| DDPS - Project funding | 991'237 |
| Total Cash contributions DDPS | 991'237 |
| 3. Other member states and international organisations | |
| European Union | 140'590 |
| United Nations | 70'692 |
| Austria | 91'203 |
| Bulgaria | 3'520 |
| Canada | 240'217 |
| Denmark | 27'530 |
| Estonia | 6'564 |
| Finland | 77'271 |
| France | 64'865 |
| Germany | 130'091 |
| Hungary | 25'000 |
| Ireland | 229'000 |
| Latvia | 24'848 |
| Liechtenstein | 83'449 |
| Luxembourg | 372'720 |
| Macedonia | 12'424 |
| Moldova | 12'424 |
| The Netherlands | 531'290 |

| | |
|--|------------------|
| Norway | 1'041'223 |
| Romania | 12'424 |
| Serbia | 13'111 |
| Slovakia | 12'527 |
| Slovenia | 13'663 |
| Spain | 756'019 |
| Sweden | 3'380'246 |
| United Kingdom | 549'710 |
| Others | 175'482 |
| Total Other member states and international organisations | 8'098'103 |

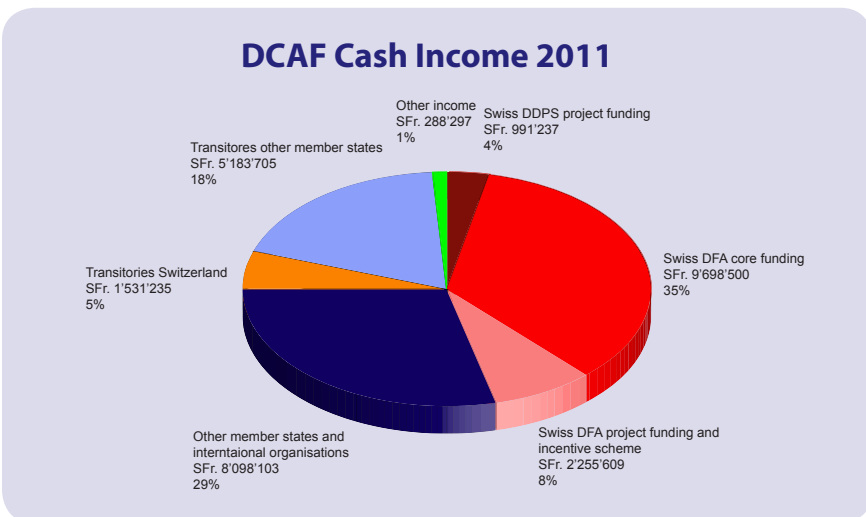
4. Contributions transferred from the previous year

| | |
|---|------------------|
| Switzerland | 1'531'235 |
| Other member states | 5'183'705 |
| Total Contributions transferred from the previous year | 6'714'940 |

5. Other Income

| | |
|---------------------------|----------------|
| Insurance reimbursement | 119'793 |
| Miscellaneous | 168'504 |
| Total Other income | 288'297 |

Total Cash contributions SFr. 28'046'685

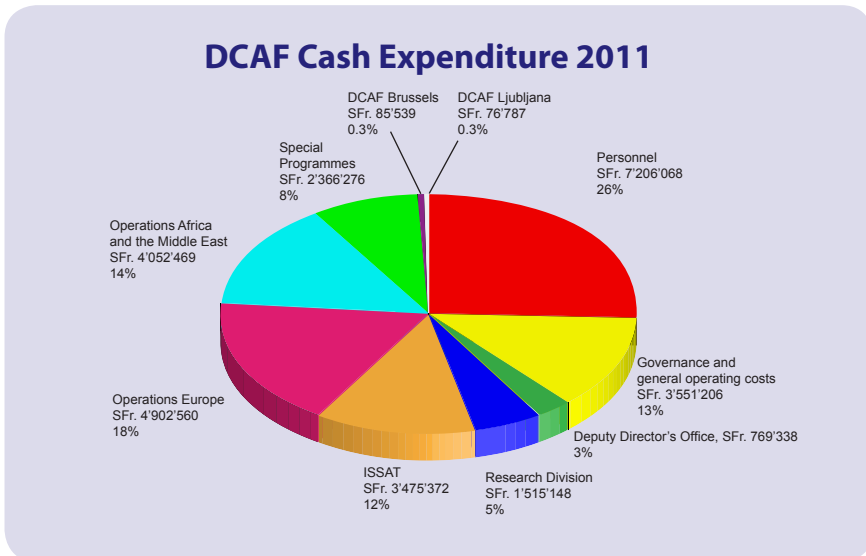


| II. Cash Expenditure | 2011 |
|---|------------------|
| 1. Personnel | |
| Salaries and social charges | 7'206'068 |
| Total Personnel | 7'206'068 |
| 2. Governance and general operating costs | |
| Governance | 66'990 |
| Director's Office | 95'592 |
| Facilities | 1'099'855 |
| Maintenance and aquisition of assets | 60'508 |
| Administration | 253'198 |
| Financial charges and exchange rate losses | 10'620 |
| DCAF reserves (Transitories) | 1'964'444 |
| Total Governance and general operating costs | 3'551'206 |
| 3. DCAF Divisions | |
| Deputy Director's Office | |
| • Core | 34'974 |
| • Projects | 516'506 |
| • Transitories | 217'858 |
| Research Division | |
| • Core | 247'823 |
| • Projects | 926'195 |
| • Transitories | 341'130 |
| ISSAT | |
| • Core | 2'577'355 |
| • Projects | 370'305 |
| • Transitories | 527'712 |
| Operations Europe | |
| • Core | 842'693 |
| • Projects | 1'731'864 |
| • Transitories | 2'328'003 |

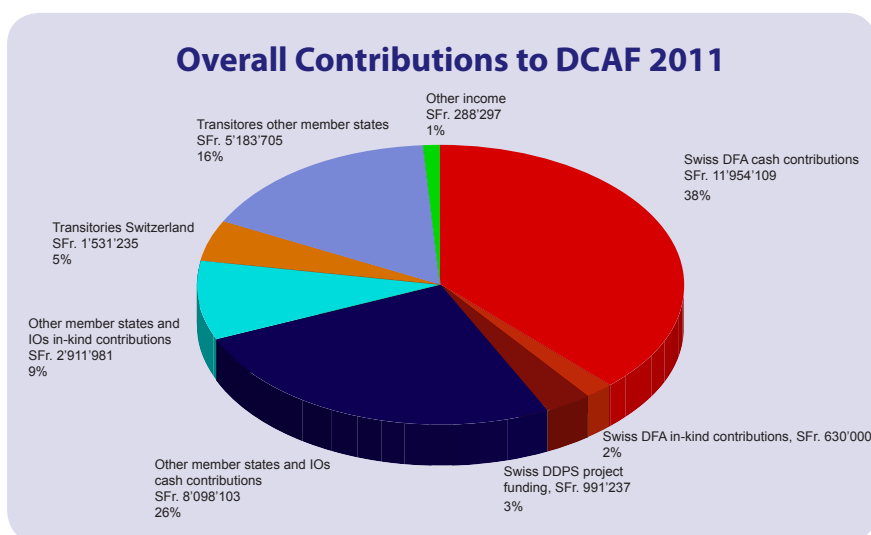
| | |
|---------------------------------------|-------------------|
| Operations Africa and the Middle East | |
| • Core | 269'266 |
| • Projects | 1'513'279 |
| • Transitories | 2'269'924 |
| Special Programmes | |
| • Core | 209'063 |
| • Projects | 1'035'922 |
| • Transitories | 1'121'291 |
| DCAF Brussels | 85'539 |
| DCAF Ljubljana | 76'787 |
| Total DCAF Divisions | 17'243'488 |

Total Cash Expenditure SFr. 28'000'762

Surplus for the Year 45'923










| III. Overall Contributions to DCAF | 2011 |
|---|------------------------|
| 1. Switzerland | |
| DFA cash contributions | 11'954'109 |
| DFA in-kind contributions | 630'000 |
| DDPS cash contributions | 991'237 |
| Total Switzerland | 13'575'346 |
| 2. Other member states and international organisations | |
| Cash contributions | 8'098'103 |
| In-kind contributions | 2'911'981 |
| Total Other member states and IOs | 11'010'084 |
| 3. Contributions transferred from the previous year | |
| Switzerland | 1'531'235 |
| Other member states | 5'183'705 |
| Total Contributions transferred from the previous year | 6'714'940 |
| 4. Other Income | |
| Insurance reimbursement | 119'793 |
| Miscellaneous | 168'504 |
| Total Other income | 288'297 |
| Grand Total | SFr. 31'588'666 |



DCAF Donors

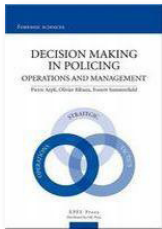
| | | Core funding | Project funding | Seconded personnel | In-kind contribution |
|---|------------------------|--------------|-----------------|--------------------|----------------------|
|  | Albania | | | | • |
|  | Argentina | | | | • |
|  | Austria | • | | • | • |
|  | Bosnia and Herzegovina | | | | • |
|  | Bulgaria | | • | | • |
|  | Canada | | • | • | • |
|  | Chile | | | | • |
|  | Croatia | | | | • |
|  | Denmark | | • | | |
|  | Estonia | • | | | • |
|  | Finland | • | • | | • |
|  | France | | • | • | • |
|  | Geneva (Canton of) | | • | | |
|  | Germany | | • | • | • |
|  | Hungary | | • | | • |
|  | Ireland | • | | | |
|  | Latvia | | • | | • |
|  | Liechtenstein | • | • | • | |
|  | Luxembourg | • | | | |
|  | Macedonia | | • | • | • |
|  | Moldova | | • | | • |
|  | Montenegro | | | | • |

Annexes

| | | Core funding | Project funding | Seconded personnel | In-kind contribution |
|---|---------------------|--------------|-----------------|--------------------|----------------------|
|  | Netherlands | • | | | • |
|  | Norway | • | • | • | |
|  | Romania | | • | | |
|  | Serbia | | • | • | • |
|  | Slovakia | | • | | • |
|  | Slovenia | | • | • | • |
|  | Spain | | • | | |
|  | Sweden | • | • | | • |
|  | Switzerland | • | • | • | • |
|  | Ukraine | | | | • |
|  | United Kingdom | • | | | • |
|  | European Union | | • | | • |
|  | European Parliament | | • | | |
|  | IPU | | | | • |
|  | NATO | | | | • |
|  | OSCE | | | | • |
|  | United Nations | | • | | • |

DCAF Publications

DCAF's operational activities were supported in 2011 by a number of policy-relevant research projects, resulting in some 20 monographs, edited volumes and research papers published during the year. Most DCAF publications can be downloaded free of charge as PDF files from the DCAF website at www.dcaf.ch/publications. Printed and bound copies of some publications can also be obtained from the DCAF website or from the websites of commercial publishers or internet retail bookshops. The most recent titles published by DCAF are listed below.



Decision Making in Policing: Operations and Management

Pierre Aepli, Olivier Ribaux and Everett Summerfield, 2011

available from www.crcpress.com



Tunisia's Security Sector Legislation: Index 1956 -2011

Haykel Ben Mahfoudh, Jonas Loetscher and Arnold Luethold (eds), 2012

(Available in French)

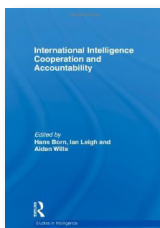
available from www.dcaf.ch/publications



A Comparative Perspective of Ombudsman Institutions for the Armed Forces

Hans Born, Aidan Wills and Benjamin S. Buckland, 2011

available from www.dcaf.ch/publications



Intelligence Cooperation and Accountability Hans Born, Ian Leigh and Aidan Wills (eds), 2011

available from www.routledge.com



Security Sector Governance in Francophone West Africa: Realities and Opportunities

Alan Bryden and Boubacar N'Diaye (eds), 2011

(Available in English and French)

available from www.dcaf.ch/publications



Disarmament, Demobilization and Reintegration and Security Sector Reform: Insights from UN Experience in Afghanistan, Burundi, the Central African Republic and the Democratic Republic of the Congo

Alan Bryden and Vincenza Scherrer (eds), 2012

forthcoming www.litwebshop.de

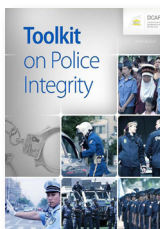


Defence Institution Building Self-Assessment Kit

Hari Bucur-Marcu, 2010

(Available in English, Russian and Ukrainian)

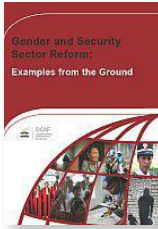
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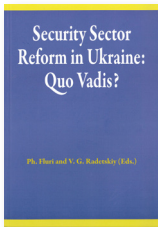


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Fatimata Dicko-Zouboye and Kadidia Sangaré-Coulibaly,
2011

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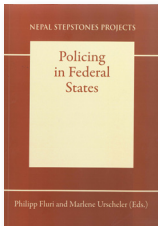
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Security Sector Reform in Ukraine: Quo Vadis?

Philipp Fluri and Valeri Radetskiy (eds), 2010

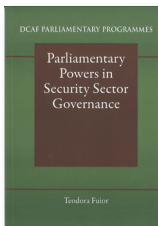
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Policing in Federal States

Philipp Fluri and Marlene Urscheler (eds), 2011

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Parliamentary Powers in Security Sector

Teodora Fuior, 2011

available from www.dcaf.ch/publications



The Security Sector and Gender in West Africa: A survey of police, defence, justice and penal services in ECOWAS states

Miranda Gaanderse and Kristin Valasek (eds), 2011

(Available in English and French)

available from www.dcaf.ch/publications



Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel (French edition)

Ian Leigh and Hans Born, 2009

(Also available in Albanian, Bosnian, Croatian, English, Georgian, Russian and Serbian)

available from <http://www.c2sd.sga.defense.gouv.fr/>
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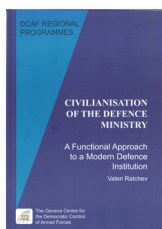


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Maria Julia Moreyra, 2011

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Civilianisation of the Defence Ministry: A Functional Approach to a Modern Defence Institution

Valeri Ratchev, 2011

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Gender and Security in Senegal

Fatou Sarr, 2010

(Available in French)

available from www.dcaf.ch/publications



From Conflict to Peace in Nepal: Peace Agreements 2005-2010

Izumi Wakugawa, Prawash Gautam and Anil Shrestha, 2011

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available from www.dcaf.ch/publications



Parliamentary Oversight of Security and Intelligence Agencies in The European Union

Aidan Wills and Mathias Vermeulen, 2011

available from www.dcaf.ch/publications or www.europarl.europa.eu/committees/en/libe/studies.html



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Female Staff Associations in the Security Sector: Agents of Change?

Ruth Montgomery, 2011

The Privatisation of Security in Failing States: A Quantitative Assessment

Željko Branović, 2011

Local Ownership in Practice: Justice System Reform in Kosovo and Liberia

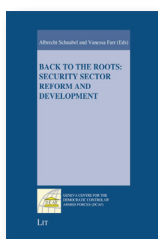
Leopold von Carlowitz, 2011

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DCAF Yearly Books

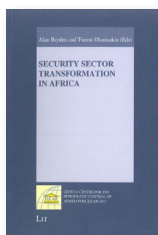
Every year DCAF selects a topic of particular importance to be part of its flagship Yearly Book series. As of 2011, nine books in the series have been published. The 2011 Yearly Book, *Back to the Roots: Security Sector Reform and Development*, provides lessons, suggestions and practical advice for approaching SSR as an instrument that serves both security and development objectives.

All books in the DCAF Yearly Book series can be downloaded free of charge from the DCAF website at www.dcaf.ch/publications. Printed and bound copies can be purchased from the publisher at www.litwebshop.de



Back to the Roots: Security Sector Reform and Development

Albrecht Schnabel and Vanessa Farr (eds), 2011



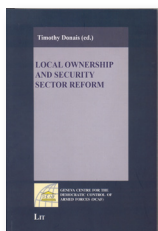
Security Sector Transformation in Africa

Alan Bryden and Funmi Olonisakin (eds), 2010



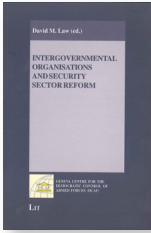
Security Sector Reform in Challenging Environments

Hans Born and Albrecht Schnabel (eds), 2009



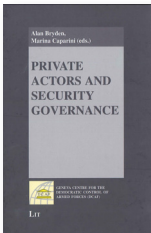
Local Ownership and Security Sector Reform

Timothy Donais (ed.), 2008



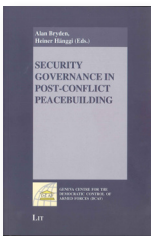
Intergovernmental Organisations and Security Sector Reform

David M. Law (ed.), 2007



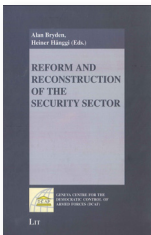
Private Actors and Security Governance

Alan Bryden and Marina Caparini (eds), 2006



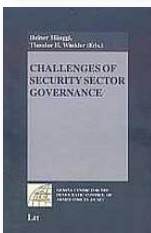
Security Governance in Post-Conflict Peacebuilding

Alan Bryden and Heiner Hänggi (eds), 2005



Reform and Reconstruction of the Security Sector

Alan Bryden and Heiner Hänggi (eds), 2004

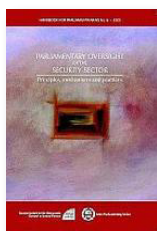


Challenges of Security Sector Governance

Heiner Hänggi and Theodor H. Winkler (eds), 2003

DCAF Handbooks

DCAF Handbooks are practical guides to specific issues of Security Sector Governance. They provide examples, best practices, norms and standards, as well as guidelines and checklists. In order to be accessible to the largest possible audience, DCAF Handbooks are published in multiple languages.



Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians

Hans Born, Philipp Fluri and Anders Johnsson (eds)
DCAF and Inter-Parliamentary Union, 2003

(Available in Albanian, Arabic, Armenian, Azeri, Bosnian, Bulgarian, Chinese, Croatian, Dari, English, Estonian, Farsi, French, Georgian, German, Hungarian, Indonesian (Bahasa), Japanese, Kazakh, Kyrgyz, Latvian, Macedonian, Mongolian, Nepali, Polish, Portuguese, Pushto, Romanian, Russian, Serbian, Slovenian, Spanish, Tajik, Tetum, Turkish, Urdu, Ukrainian and Uzbek)

available from www.dcaf.ch/publications

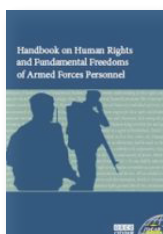


Making Intelligence Accountable: Legal Standards and Best Practices for Oversight of Intelligence Agencies

Hans Born and Ian Leigh
DCAF and the Parliament of Norway, 2005

(Available in Albanian, Arabic, Bulgarian, Croatian, Dari, English, Georgian, Indonesian (Bahasa), Macedonian, Pushto, Russian, Serbian, Spanish, Turkish and Ukrainian)

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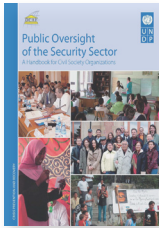


Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel

Hans Born and Ian Leigh
DCAF and OSCE ODIHR, 2008

(Available in Albanian, Bosnian, Croatian, English, French, Georgian, Russian and Serbian)

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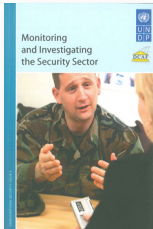


Public Oversight of the Security Sector: A Handbook for Civil Society Organisations

Eden Cole, Kerstin Eppert and Katrin Kinzelbach (eds)
DCAF and UNDP, 2008

(Available in English, French and Russian)

available from www.dcaf.ch/publications



Monitoring and Investigating the Security Sector: Recommendations for Ombudsman Institutions to Promote and Protect Human Rights for Public Security

Eden Cole and Katrin Kinzelbach (eds)
DCAF and UNDP, 2008

(Available in English and Russian)

available from www.dcaf.ch/publications



Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians

Hans Born, Jean-Jacques Gacond and Boubacar N'Diaye (eds)
DCAF and ECOWAS, 2011

(Available in English, French and Portuguese)

available from www.dcaf.ch/publications

DCAF Toolkits



Toolkit on Police Integrity

DCAF, 2012

(Available in Albanian, English, Macedonian and Serbian)

The Toolkit on Police Integrity aims to assist police services in designing effective measures to curb police corruption, increasing their ability to fight crime, improving public security and strengthening the rule of law and public trust in the police.

available from www.dcaf.ch/publications



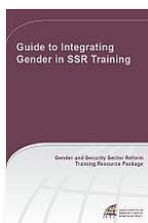
Gender and Security Sector Reform Toolkit

Megan Bastick and Kristin Valasek, 2008

(Available in English, French and Arabic)

The Toolkit includes 13 Tools and Practice Notes addressing gender perspectives on the following topics: Security Sector Reform; Parliamentary Oversight of the Security Sector; Police Reform; National Security Policy Making; Defence Reform; Civil Society Oversight of the Security Sector; Justice Reform; Private Military and Security Companies; Penal Reform; SSR Assessment, Monitoring and Evaluation; Border Management; Gender Training for Security Sector Personnel; and Implementing the Women, Peace and Security Resolutions in SSR.

available from www.dcaf.ch/gssrtoolkit



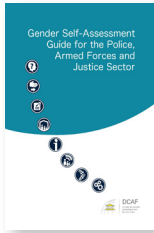
The Gender and Security Sector Reform Training Resource Package

Megan Bastick and Kristin Valasek, 2008

(Available in English and French)

The Gender and Security Sector Reform Training Resource Package includes a *Guide to Integrating Gender in SSR Training* and training resources on: Security Sector Reform and Gender; Police Reform and Gender; Defence Reform and Gender; Parliamentary Oversight of the Security Sector and Gender; Civil Society Oversight of the Security Sector and Gender; National Security Policy-Making and Gender; Justice Reform and Gender; SSR Assessment, Monitoring and Evaluation and Gender; Border Management and Gender; Penal Reform and Gender.

available from www.dcaf.ch/gssrtoolkit



Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector

Megan Bastick, 2011

(Available in English and French)

This self-assessment guide is a tool for assessing the gender responsiveness of a security sector institution. A gender-responsive security sector institution is one that both meets the distinct and different security and justice needs of men, women, boys and girls and promotes the full and equal participation of men and women. The guide is particularly designed for use by police services, armed forces and justice sector institutions, and those working with them

available from www.dcaf.ch/publications



Legislating for the Security Sector

(Available in Arabic, English and French)

The Toolkit contains 15 booklets that provide norms and standards, guidebooks as well as practical examples of model laws in various areas of security sector legislation.

available from www.dcaf.ch/publications

Horizon 2015 working paper series

DCAF's Horizon 2015 project identifies and examines the manifold challenges that will have a major impact on SSR and SSG in the near future. All working papers in the Horizon 2015 series can be downloaded free of charge from the DCAF website at www.dcaf.ch/publications.



On Cyberwarfare
Fred Schreier, 2012



International Coherence in Security Sector Reform
Alan Bryden, 2011



Armed Non-State Actors: Current Trends & Future Challenges
DCAF and Geneva Call, 2011



Cyber Security: The Road Ahead
Fred Schreier, Barbara Weekes and Theodor H. Winkler, 2011



**Private Military & Security Companies:
Future Challenges in Security Governance**
Anne-Marie Buzatu and Benjamin S. Buckland, 2010



**Public Private Cooperation:
Challenges and Opportunities in Security Governance**
Benjamin S. Buckland and Theodor H. Winkler, 2010



Democratic Governance Challenges of Cyber Security
Benjamin S. Buckland, Fred Schreier and Theodor H. Winkler, 2010



**Trends and Challenges in International Security:
An Inventory**
Fred Schreier, 2010

DCAF SSR Papers

In 2011, DCAF launched the *SSR Papers* – a flagship publication series intended to contribute innovative thinking on important themes and approaches relating to SSR in the broader context of security sector governance. *SSR Papers* provide original and provocative analysis on topics that are directly linked to the challenges of a governance-driven security sector reform agenda. All titles in the *SSR Papers* series can be downloaded free of charge from www.dcaf.ch/ssrpapers



Security Sector Reform: Narrowing the Gap between Theory and Practice
Albrecht Schnabel and Hans Born, 2011



Arab Uprisings and Armed Forces: Between Openness and Resistance
Derek Lutterbeck, 2011



UN Use of Private Military and Security Companies: Practices and Policies
Åse Gilje Østensen, 2011

DCAF Backgrounders



DCAF Backgrounders provide clear and concise introductions to topics of security sector governance and reform that are of primary concern to practitioners. Twenty-eight topics have been addressed so far.

Backgrounders can be downloaded free of charge from the DCAF website at www.dcaf.ch/publications

- Child Soldiers
- Contemporary Challenges for the Intelligence Community
- Defence Attachés
- Defence Reform
- Democratic Control of Armed Forces
- Intelligence Services
- Female Staff Associations in the Security Sector
- Military Justice
- Military Ombudsman
- Multiethnic Armed Forces
- National Security Councils
- National Security Policy
- Parliamentary Committees on Defence and Security
- Parliamentary Oversight of Intelligence Services
- Parliament’s Role in Defence Budgeting
- Parliamentary Oversight of Intelligence Services
- Parliament’s Role in Defence Procurement
- Police Reform
- Private Military Companies
- Security Sector Governance and Security Sector Reform
- Security Sector Reform and Gender
- Security Sector Reform and Human Rights
- Security Sector Reform and Intergovernmental Organisations
- Security Sector Reform in Post-Conflict Peacebuilding
- Sending Troops Abroad
- States of Emergency
- Trafficking in Human Beings
- Vetting for the Security Sector

DCAF Websites

DCAF strives towards greater transparency and seeks to spread knowledge about its activities by hosting and maintaining a number of websites. These websites provide up-to-date information on all of DCAF's activities and create online fora for the sharing of information among experts and practitioners of SSR.

www.dcaf.ch

DCAF's main website provides information about the organisation, its main thematic and regional areas of activity.

<http://issat.dcaf.ch/>

The website of DCAF's International Security Sector Advisory Team (ISSAT) provides access to ISSAT's community of practice (CoP), training course information, ISSAT and member blogs, a resource library and a forum which allows members to receive and contribute comments on various practical issues of interest to the CoP.

<http://icoc-psp.org>

This website is devoted to the International Code of Conduct for Private Security Service Providers (ICoC), containing up-to-date information on the Code's signatories and the development of the Code's Oversight Mechanism.

<http://icoaf.org/>

The website of the International Conference of Ombuds-Institutions for the Armed Forces.

www.gssrtraining.ch

A website devoted to the *Gender and Security Sector Reform Toolkit* as well as the *Gender and Security Sector Reform Training Resource Package*; contains training exercises, examples from the ground and other practical training materials on gender and SSR.

www.unitar.org/ptp/ssr

This website offers an e-learning course on Security Sector Reform, jointly developed by DCAF ISSAT and UNITAR. This course provides participants with a summary of ISSAT's introductory Level 1 SSR training.

<http://asset-ssr.org/>

The website of the Association for Security Sector Reform Education and Training (ASSET).

<http://ipf-ssg-sea.net>

The website of the Inter-parliamentary Forum on Security Sector Governance in Southeast Asia.

<http://dcaf-tunisie.org/>

This website documents DCAF's activities in Tunisia, and supports its work in security sector and justice reform. The content is available in Arabic, English and French.

www.legislation-securite.tn

This database contains all legislation governing Tunisia's security sector, and treaties which Tunisia has signed in the field of human rights, security and defence cooperation. The content is available in Arabic and French.

DCAF STRATEGY PAPER 2012-2015

Adopted by DCAF's International Foundation Council on 30 November 2011

I. The international setting for Security Sector Governance and Reform

1. The **good governance of the security sector** is an essential precondition for peace, stability, sustainable development, the rule of law and democracy. Furthermore an effective, efficient and well governed security sector is key to ensuring national and human security, and the ability of States to face new and emerging security challenges.
2. States in transition towards democracy or emerging from conflict have particularly acute needs in improving Security Sector Governance (SSG) through Security Sector Reform (SSR). As a result, SSG/SSR have become important elements of conflict prevention, conflict management and conflict resolution as well as post-conflict reconstruction. It is an integral part of democratisation processes and of the transition from post-conflict reconstruction to longer term development.
3. It has been internationally recognised that a comprehensive approach is needed which integrates **security, development and the rule of law** – for these form a triangle that is intrinsically linked. There cannot be development without safeguarding state and human security; and there cannot be security in the longer term without sustainable development. Building a functioning security sector responsive to the needs and human rights of citizens within the framework of democratic governance is, in turn, an important contribution to reinforcing the rule of law.
4. Security challenges such as organised crime, cyber threats, terrorism, trafficking and illegal migration will create, in the years to come, additional challenges in the area of SSG and SSR. Moreover, the growing role of private military and security companies (PMSCs) in the SSR field highlights the increasing importance of non-state actors in general, and private public partnerships in particular, and the consequent need for broadening effective oversight and regulation.

The debate on the SSG and SSR implications of these trends has hardly yet begun.

5. Over the last few years most international organisations, and many bilateral donors, have increased their focus on SSG/SSR and developed, or are in the process of developing, corresponding strategies or policy frameworks – often calling upon DCAF expertise. This trend is likely to continue and broaden, given the increase in donor spending in this area and the publication of key reports such as the 2011 World Development Report, which underlines the need to focus on citizen security and justice, and will help set the donor agenda over the period covered by DCAF’s strategy.
6. While the international community is making significant strides in developing policy frameworks for SSG/SSR, there remains a clear need to **bridge gaps between policy and practice** in providing coherent, coordinated and context-specific support to SSG/SSR programming. There is the consequent need to develop and implement strategies at the international, regional, sub-regional, national and sub-national level, and to improve the coordination of efforts in this field. Impartial and reliable expertise will be needed in this context.
7. SSG and SSR – DCAF’s core business – are thus among the areas of expertise that will continue to remain internationally much **in demand** in the years to come. DCAF is therefore well positioned for the period 2012-2015.

II. DCAF’s mission and comparative advantages

8. The Geneva Centre for the Democratic Control of Armed Forces (DCAF) has established itself as one of the world’s **leading institutions in the area of SSG and SSR**. DCAF’s core mission is to assist its Member States, partners and the international community at large in their efforts towards good governance and reform of the security sector. This entails:
 - Supporting the development, promotion, harmonization and implementation of relevant **concepts, norms, standards, strategies and policies** at the international, regional, sub-regional, national and sub-national level

Annexes

- **Broadening and deepening the understanding** of SSG and SSR by integrating into it relevant trends such as the implications of globalisation and the growing phenomenon of private public partnerships
 - Systematically collecting, analysing, documenting, networking, debating and disseminating policy-relevant **knowledge** and expertise in all areas of SSG/SSR
 - Providing effective and impartial **advisory field services, training support, operational guidance tools and knowledge services**
 - Offering the international community a readily available **operational tool box** for the implementation of its SSG and SSR needs and offering upon request – either independently or together with competent partners – integrated and tailor-made **practical assistance** programmes on the ground in the area of SSG and SSR
9. DCAF, moreover, understands the central role of a human security perspective in SSR, and especially the importance of ensuring that security institutions and policies be gender-responsive. In line with the international community's increased attention to gender and security, as expressed *inter alia* in several UN Security Council resolutions, DCAF combines dedicated gender and security work with the clear determination to mainstream a gender-responsive approach throughout all its activities. Specifically, DCAF will seek to ensure the meaningful and equal participation of women and men in SSG and SSR decision-making, and take the differing security sector experience of women and men into consideration in all DCAF activities. This focus is meant to sustain DCAF's position as the global centre of reference for gender integration into SSR and SSG
10. DCAF builds activities around its **comparative advantages**. These include:
- Neutrality and impartiality
 - The combination of policy-oriented conceptual and analytical work with strong operational capabilities
 - The ability to rapidly deploy tailored operational support across the SSG/SSR spectrum in order to reinforce the capacity of the international community

- A holistic approach to SSR/SSG, i.e. the ability to provide expertise across practically the entire spectrum of SSR/SSG issues
- The position of the organisation at the crossroad between a non-governmental organisation (NGO) and an intergovernmental organisation, combining the flexibility of the former with international membership and mobilisation capability of the latter.

III. Operational implications

Geographical scope

11. From its establishment in 2000, DCAF's initial geographical focus was on the **Western Balkans and the Newly Independent States**. DCAF's engagement has continued and evolved to support pragmatic reforms. While these regions will remain priority areas of work for the Centre in 2012-2015, DCAF's **geographical range has expanded** – reaching out to the Middle East and North Africa (MENA) region, Sub-Saharan Africa, and parts of Asia and Latin America. DCAF has a particularly important role to play in supporting democratic transitions in the global South that will be pivotal for future regional security and development.
12. There is demand from members and partners for further **prudent geographical diversification**. The Centre cannot ignore this reality. In order to remain relevant in its field, DCAF must be able to offer its services wherever they are required, paying full respect to geographical and cultural diversity. At the same time geographical diversification must be carried out in a gradual and careful way. Both geographical and substantive overstretch must be avoided. In the period 2012-2015 a particular emphasis will have to be put on the MENA region and Sub-Saharan Africa. At the same time, building on the establishment of DCAF's International Security Sector Advisory Team (ISSAT), the ability to deploy **expert missions to any part of the globe** at short notice will be further strengthened.

Substance

13. DCAF seeks **to consolidate its position** as an authoritative source within the international debate on SSG/SSR and as a respected partner in the implementation of SSG/SSR programmes. It wants to remain at the cutting edge in the further development, broadening

and deepening of the international community's understanding of, and approach to, SSG and SSR.

14. DCAF intends to strengthen **links with international and regional organisations involved in SSG/SSR**. DCAF's most important partners will remain the United Nations, the European Union (EU), the Organisation for Economic Co-operation and Development (OECD) and its Development Assistance Committee (OECD DAC), the Organization for Security and Co-operation in Europe (OSCE) and the African Union (AU). Close cooperation will be sought with sub-regional organisations such as the Economic Community of West African States (ECOWAS), the Southern African Development Community (SADC) and others. Particular emphasis will be given to partnerships that contribute to local capacity-building, empowerment and ownership. DCAF will thus continue to assist countries, alone or in conjunction with regional or sub-regional organisations, in developing legislation, institutions and structural capacity for security sector governance. DCAF will also help **donor countries** in designing, implementing, monitoring and reviewing their international support programmes to SSG and SSR in third countries. Close links will continue to be fostered with partners such as the Organisation Internationale de la Francophonie (OIF), the OSCE Office for Democratic Institutions and Human Rights (ODIHR), and the Inter-Parliamentary Union (IPU). The Centre intends to contribute also to projects within the framework of the North Atlantic Treaty Organization (NATO) / the Euro-Atlantic Partnership Council (EAPC) / the Partnership for Peace program (PfP) / NATO Parliamentary Assembly.
15. DCAF seeks to strengthen its position as a forum in which **donor and partner countries** meet on an equal footing. It promotes regional approaches and provides a platform for the advancement of coherent, coordinated and locally-owned SSR policies within the framework of democratic security sector governance.
16. Existing **knowledge gaps** will continue to be closed in the period 2012-2015 either by way of further expanding DCAF's in-house expertise and capacity or through close cooperation with competent partners.
17. The promotion of **local ownership** of SSG and SSR processes remains indeed the key objective of DCAF's work. This requires approaches in which external actors accept the premise that they are only facilitators

for processes that are designed, implemented and managed at the national and local level. Equally, it requires building the capacities of local and national actors to take responsibility for their own security and its governance. Underpinning such an approach is the need to develop and promote SSG/SSR programming that is strongly grounded in **specific contexts**.

18. **Expert pools** at the disposal of the Centre, both international and local, will be further strengthened. The development of a fully established and trained expert roster within DCAF's ISSAT has proven particularly valuable.
19. There is a growing awareness of the strong linkages between **post-conflict peacebuilding** issues such as SSG/SSR, disarmament, demobilization and reintegration (DDR), human rights and the rule of law. Although acknowledged, much needs to be done to make these linkages operational. DCAF will, therefore, continue to map these linkages and support bilateral and multilateral actors to operationalise them in their post-conflict peacebuilding efforts. In particular, DCAF will assist SSG institutions as a key means to link these related concerns.
20. The SSG approach must go beyond the level of the state to emphasise the **human security** of individuals and communities. In promoting such an approach, DCAF also recognises the need to address **non-state security and justice actors**, and the role they play in SSG/SSR processes. This includes the need for oversight and regulation of "top down" actors such as private military and security companies (PMSCs), but also reflects the need to further broaden and deepen the understanding of the role of "bottom up" non-state or informal groups.
21. International mandates, entrusted to the Centre to provide tailor-made support to multi-stakeholder governance processes, may become particularly important. Current examples include ISSAT, the International Secretariat of the Convention on Police Cooperation in Southeast Europe (PCC), the informal international Ombudsman Institutions Association, and support to the Steering Committee of the International Code of Conduct for Private Security Service Providers (ICoC).

Annexes

22. DCAF will also have to work on developing a balanced, sustainable and effective SSG/SSR approach to emerging security networks, particularly **private-public partnerships** – such as to be found particularly, but certainly not exclusively, in the area of cyber security.

Quality Control

23. **Quality** of the Centre's work will continue to have priority over quantity. The Centre will be measured by the concrete results and impact it produces within the field and on the ground. DCAF's impact is reflected on at least three levels: in introducing and mainstreaming the notions of SSG/SSR across the international community; in providing the international community with the necessary tools to implement SSG/SSR strategies; and, in providing comprehensive, integrated support to SSG/SSR programmes on the ground.
24. DCAF will further strengthen appropriate **quality control mechanisms and planning tools**. With key donors, the results may be monitored through strategic framework arrangements. At the same time, the strategic dialogue with all members and donors will be intensified with a view to providing DCAF with clear mid- and long-term perspectives and to defining priorities.

Structures

25. DCAF's current structures, based on divisions, has been rendered more flexible through the creation of over-arching Task Forces that encourage **cross-divisional cooperation** and better integration of the Centre's various activities on the ground. The number of divisions will be increased prudently, if appropriate, and if demand should so require. The development of ISSAT as an integral part of DCAF has offered an important new dimension to the Centre's capabilities. That development will have to be matched by a further strengthening of the geographical divisions' long term presence on the ground.
26. **Staff secondments** from members will be further encouraged. Such secondments complement, but cannot replace, permanent in-house expertise. Secondments must be recognised as a valuable tool for capacity-building and local empowerment in partner countries.
27. In-house training will be used to develop and sustain, in an ever more diversified team, a solid "**unité de doctrine**".

28. The strategy of creating **regional offices**, such as DCAF Brussels, DCAF Ljubljana or the DCAF offices in Abuja, Beirut and Ramallah, has proven useful and has served as a model for DCAF's office in Tunis which was established in 2011 in response to changes in the North Africa.
29. The Centre will use **interactive distance-learning tools and digital media** for training and outreach, where appropriate. The DCAF website www.dcaf.ch will continue to provide relevant and transparent information about the Centre's activities and for that purpose be regularly improved in order to bring it as close as possible to the needs of customers and partners.

Finances

30. A healthy financial situation at the Centre remains a vital obligation. In order to face the challenges of the future, DCAF will continue to diversify its financial base. In this context the drive to secure additional core funding is a priority. Long-term development of the Centre requires an increased **mid- and long-term predictability of financial flows**.
31. Yet, in all probability much of DCAF's financial growth in the future will come from project funding. This implies flexibility in responding to international demand in the areas where DCAF can offer expertise. The Centre will have to strike a **balance between being demand-driven and driving demand**. In this respect, the experience the Centre gains on the ground will be crucial. It will allow DCAF to develop context-specific lessons learned likely to influence policy approaches, but also to secure specific mandates. DCAF's June 2007 inclusion in the OECD DAC list of organisations eligible for official development assistance is in this respect strategically important.



DCAF

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The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is an international foundation whose mission is to assist the international community in pursuing good governance and reform of the security sector. The Centre develops and promotes norms and standards, conducts tailored policy research, identifies good practices and recommendations to promote democratic security sector governance, and provides in-country advisory support and practical assistance programmes.

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