



# Annual Report 2007

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



# Annual Report 2007

Published by  
The Geneva Centre for the Democratic  
Control of Armed Forces (DCAF)

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ISBN 978-92-9222-076-1

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Control of Armed Forces (DCAF) 2008

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# Table of Contents

DCAF in 2007 at a Glance .....	4
Ready for Future Challenges .....	7
<b>I. Cooperation with International Organisations .....</b>	<b>13</b>
United Nations .....	14
Organisation for Economic Co-operation and Development ....	20
European Union .....	21
Council of Europe .....	21
Organisation for Security and Co-operation in Europe .....	22
NATO and NATO Parliamentary Assembly .....	23
Inter-Parliamentary Union .....	25
Economic Community of West African States .....	26
<b>II. Regional Cooperation .....</b>	<b>27</b>
South-Eastern Europe .....	28
New Independent States .....	35
Middle East and North Africa .....	38
Africa .....	41
Asia .....	45
Spanish-Speaking World .....	50
<b>III. Special Issues in 2007 .....</b>	<b>51</b>
International Security Sector Advisory Team .....	52
Integrating Gender and Child Protection into SSR .....	54
Privatisation of Security .....	57
DCAF Regional Offices .....	59
<b>Annexes .....</b>	<b>61</b>
DCAF Foundation Council and The Bureau .....	63
DCAF International Advisory Board .....	69
DCAF Organisation Chart .....	75
DCAF Staff .....	76
DCAF Accounts and Donors .....	77
DCAF Publications .....	83
DCAF Strategy Paper 2008-2011 .....	96
DCAF Website .....	102
<b>Index .....</b>	<b>107</b>

## DCAF in 2007 at a Glance

- ▶ *Set up an International Security Sector Advisory Team, to provide the international community with capacity to act jointly on urgent SSR projects*
- ▶ *Established an operational programme focusing on police reform*
- ▶ *Strengthened DCAF's network with regional offices operating in Brussels, Ljubljana and Ramallah*
- ▶ *Received the status of a multilateral organisation eligible for Official Development Assistance*
- ▶ *Published, together with the UNDP, "Recommendations for National Ombuds Institutions on Democratic Security Sector Oversight" in the former Soviet Union*
- ▶ *Completed a status and needs assessment on the countries of the South Caucasus, Central Asia and Moldova for NATO's Partnership Action Plan on Defence Institution Building*
- ▶ *Published "Entry-Points to Palestinian Security Sector Reform", an assessment of SSR in the Palestinian Territories*
- ▶ *Supported regional dialogue on developing a policy agenda for SSR in West Africa and the enhancement of parliamentary security sector oversight in Liberia*

- ▶ *Pursued a democratic security sector oversight capacity-building programme in Indonesia*
- ▶ *Undertook fact-finding missions on Justice and Security Sector Reform status and needs in Afghanistan and Nepal*
- ▶ *Published a yearbook on “Intergovernmental Organisations and Security Sector Reform”*
- ▶ *Completed a “Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel” for the OSCE Office for Democratic Institutions and Human Rights*
- ▶ *Completed the study “Parliamentary Oversight of Civilian and Military ESDP Missions” for the European Parliament*
- ▶ *Completed the study “Recent Experience of United Nations Integrated Missions in Security Sector Reform”, initiated by DPKO and UNDP*
- ▶ *Conducted an internal study on “Human Rights Approaches to SSR” for the UN Office of the High Commissioner for Human Rights*
- ▶ *Published a report on “Sexual Violence in Armed Conflict: Global Overview and Implications for the Security Sector”*
- ▶ *Provided input to the Strategic Review of the UN report on the Impact of Armed Conflict on Children*

## *Ready for Future Challenges*

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2007 was a strategically important year for DCAF. Following 18 months of intense debate among DCAF's member states, the key donors and other stakeholders, the DCAF Foundation Council adopted in November 2007 a new *Strategy Paper 2008-2011*.

A decision on the strategic orientation of the Centre in the years to come had become urgent for three good reasons. First, there is the physical dimension: since its creation in October 2000, DCAF has grown by a factor of 10 with respect to both the number of employees and the size of its budget. There is, secondly, the new role the Centre is playing on the international scene – it has evolved over the years into a major actor in the area of Security Sector Reform (SSR) and Security Sector Governance (SSG). There is, finally, a clear demand from the international community for an institution able to offer comprehensive SSR/SSG advice and assistance on a global scale. To meet this demand, DCAF needs to further develop its areas of activities, both in substance and in geographical terms.

*Strategy Paper 2008-2011* charts a clear path for the Centre's future. Its main conclusions can be summarised as follows:

- DCAF wants to strengthen its position as **the leading centre of excellence** in security sector reform and security sector governance.
- It needs, for that purpose, to be able to offer truly **comprehensive and fully integrated assistance** to our partners on the ground and the donor community.
- DCAF must be able to offer its services whenever and wherever needed. For that purpose, the development of a **global rapid reaction capability** must be pursued. Similarly, the policy of a careful expansion of the network of DCAF regional offices must be continued.
- **Local ownership** and empowerment will become even more compelling objectives for DCAF's work – as will the creation of an in-house training capability and the inclusion of a gender dimension in all DCAF activities.
- DCAF's status as an **intergovernmental foundation** – a cross between an NGO and an International Organisation – as well as its other key advantages, such as **neutrality** and **impartiality**, and the combination of **strong operational capability** with **policy-oriented research**, will be particularly important in that process and will be further strengthened.

2007 brought further improvement and diversification of DCAF's capacities. Of particular importance were the creation of an operational programme focusing on police reform and the setting up of the International Security Sector Advisory Team (ISSAT).

The operational police programme complements DCAF's experience on the analytical side of policing and its longstanding operational commitment to border policing. The investment bore early fruit when the Centre was entrusted with important new mandates – most notably to assist the states party to the Police Cooperation Convention for Southeast Europe in implementing that ambitious international agreement.

ISSAT arose out of DCAF's earlier activities, in particular assisting the OECD Development Assistance Committee in drawing up its *Handbook on Security System Reform*. Building on the need to bridge gaps between policy and practice, in 2007 a group of like-minded countries came up with the idea of establishing, at DCAF, a capacity to support the international community's SSR programming according to internationally-recognised good practice. The result of this initiative was the creation of the International Security Sector Advisory Team. ISSAT will allow DCAF to offer the international community a unique service in the form of a team of experts that will assist with the planning, implementation, monitoring and assessment of SSR programmes, undertake training and capacity development, foster harmonisation of donors' approaches to SSR and, generally, render SSG/SSR assistance more effective and cost-efficient.

In the area of new norms and standards in security sector governance, 2007 was a particularly successful year. The adoption, on 20 February 2007, of a Presidential Statement on the role of the United Nations Security Council in supporting security sector reform was widely acclaimed as a landmark. It was the first time the Security Council had ever held an open debate on SSR and earned both Slovakia's presidency and DCAF – which had assisted Slovakia in this process – much well-deserved credit. The Centre remained closely involved in the follow-up to the debate, culminating in early 2008 in the report of the UN

Secretary-General *Securing peace and development: the role of the United Nations in supporting security sector reform.*

2007 was also an important year for the expansion of DCAF's geographical reach. The Centre cautiously extended its activities into new regions, most importantly to Indonesia, Afghanistan and Nepal. The arrival of Indonesia and Lebanon as new DCAF Foundation members was politically significant. The year also saw a solid continuation of our long-standing commitments to traditional partners – the countries of South-Eastern Europe and the former Soviet Union. DCAF's Middle East and North Africa programme grew significantly in importance and international recognition, the Centre's activities in Africa gained strongly in momentum.

In the area of gender and security sector reform, the highlights of DCAF's work in 2007 were the publication of a report on *Sexual Violence in Armed Conflict: Global Overview and Implications for the Security Sector* and completion of a *Gender and Security Sector Reform Toolkit*.

2007 was the year DCAF firmly established itself as a key player on the international SSG/SSR scene. The quantity and variety of requests we received in 2007 is a clear acknowledgment of the confidence countries across the world have in DCAF's ability to provide relevant and impartial advice and assistance.

Since 12 June 2007 the Centre has been included under Annex 2 of the OECD DAC Directives on Official Development Assistance (ODA) as an ODA-eligible multilateral organisation. This decision is extremely important for DCAF's status and future role, and a matter of some pride for the organisation. It recognises the developmental nature of DCAF's work and is instrumental in enabling funding support for DCAF and its activities to be counted as Official Development Assistance.

In 2007, thanks to the growing support of its member states, the Centre's budget passed for the first time the symbolically important barrier of 20 million Swiss Francs (13 million Euros).

In sum, 2007 was a year in which a profound strategic review was completed, DCAF raised its international profile significantly, and the resources available to the Centre both diversified and increased. It is to be hoped that the far-reaching initiatives launched in 2007 will have an increasing impact throughout 2008. It will be a year in which DCAF itself continues to grow – particular with respect to its impact on the ground.



Ambassador Dr. Theodor H. Winkler  
DCAF Director



# Cooperation with International Organisations

Intergovernmental Organisations play a crucial role in Security Sector Reform (SSR) and Security Sector Governance (SSG). In virtually all instances of recent and current SSR programme delivery, they have either led the SSR effort or supported the lead provided by other actors.

During 2007 DCAF closely followed and facilitated developments in intergovernmental organisations' articulating of their strategic approaches to SSR.

In the area of research, the 2007 DCAF yearbook *Intergovernmental Organisations and Security Sector Reform*<sup>1</sup> is the first volume of its kind to offer a comprehensive review of the main organisations that have been at the forefront of SSR activity or that have the potential for developing their SSR agendas in the future.

The following section provides an overview of DCAF's activities in 2007 carried out in cooperation with the following international organisations: United Nations, OECD, European Union, Council of Europe, OSCE, NATO, NATO Parliamentary Assembly, Inter-Parliamentary Union and ECOWAS.

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<sup>1</sup> David Law (ed.), *Intergovernmental Organisations and Security Sector Reform*, LIT 2007, available at [www.dcaf.ch/yearbooks](http://www.dcaf.ch/yearbooks) and [www.lit-verlag.ch](http://www.lit-verlag.ch)

## United Nations

Although the United Nations system has been involved for many years in supporting SSR in member states, it has only recently taken steps towards developing a common, coherent approach to SSR. A milestone in this process was the Security Council's first ever open debate on SSR, held on 20 February 2007 under the Presidency of the Slovak Republic.

At the conclusion of the debate, the Council adopted a Presidential Statement<sup>2</sup> stressing that security sector reform was “critical to the consolidation of peace and stability, promoting poverty reduction, rule of law and good governance, extending legitimate state authority, and preventing countries from relapsing into conflict”. The Council also acknowledged the need for a comprehensive report by the Secretary-General on United Nations approaches to SSR that would provide a common and coherent framework for the great variety of SSR-related activities carried out by the UN system. In July 2007 the UN General Assembly endorsed a request from the Special Committee on Peacekeeping Operations (C34) for such a report.

The Report of the Secretary-General *Securing peace and development: the role of the United Nations in supporting security sector reform*<sup>3</sup> of 23 January 2008, articulates guiding principles for United Nations engagement in SSR. It makes concrete recommendations on the identification, prioritisation and sequencing of UN support in this area as well as on ways to improve the effectiveness and coordination of all UN system entities involved in supporting SSR.

At UN headquarters level, the establishment of an inter-agency SSR Task Force and the creation within the Department of Peacekeeping Operations (DPKO) of an Office of Rule of Law and Security Institutions provide new opportunities and mechanisms

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<sup>2</sup> S/PRST/2007/3, available at [www.un.org/docs/sc/unsc\\_pres\\_statements07.htm](http://www.un.org/docs/sc/unsc_pres_statements07.htm)

<sup>3</sup> A/62/659–S/2008/39, available at [www.un.org/Docs/sc/sgrep08.htm](http://www.un.org/Docs/sc/sgrep08.htm)

to deliver coherent and coordinated UN support to SSR processes. Throughout the year DCAF contributed substantially to both the conceptualisation and the implementation of the UN's evolving SSR activities.

On a conceptual level:

DCAF provided substantive assistance to the Slovak Presidency in the preparation of the Security Council open debate on SSR and drafting assistance in the preparation of the Presidential Statement of 20 February 2007. DCAF also took an active part in the development of the Secretary-General's report on United Nations approaches to SSR, within the framework of consultations led by the UN inter-agency SSR Task Force.

In its February 2007 Presidential Statement, the Security Council welcomed the joint initiative of Slovakia and South Africa to organise an international workshop focusing on the role of the UN in supporting SSR in Africa. Titled *Enhancing UN Support for SSR in Africa: Towards an African Perspective* and held in Cape Town in November 2007, the workshop brought together representatives of 47 countries, including 25 African states, the African Union, the Economic Community of West African States, the Southern African Development Community and the United Nations system. The meeting reaffirmed the need for a common United Nations policy framework for SSR and highlighted the importance of African experience for the development of such a framework. DCAF provided significant assistance in the preparation of the workshop. [\(For information about DCAF's regional programme in Africa, see pp. 41-44\)](#)

A major aspect of DCAF's policy research work continues to be understanding and operationalising the linkages between SSR and related post-conflict peacebuilding challenges. In November 2007 DCAF released the results of a project assessing the role of SSR in UN integrated missions. The project, initiated by DPKO and UNDP,

## *Cooperation with International Organisations*

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with funding support from the government of Canada, provided an empirical basis for the development of policy recommendations for the future engagement of UN integrated missions in SSR. Four case studies on Burundi, the Democratic Republic of Congo, Haiti and Kosovo led to a final report *Recent Experience of UN Integrated Missions in Security Sector Reform (SSR): Review and Recommendations*<sup>4</sup> summarising more than a dozen key lessons learned and offering related recommendations for the UN system. An edited volume including the four case studies is set for publication in early 2008<sup>5</sup>. As mentioned in a letter by the Under-Secretary-General for Peacekeeping Operations to the DCAF Director, the findings of the DCAF project “served as an important background and input to the preparation of the Report of the Secretary-General on Security Sector Reform”. Indeed, a number of DCAF’s recommendations were reflected in the Secretary-General’s 2008 report on United Nations approaches to SSR.

Also in the area of linkages between SSR and post-conflict environments, at the request of the UN Office of the Special Adviser on Africa, DCAF developed a paper on *Understanding the DDR-SSR Nexus: Building Sustainable Peace in Africa*<sup>6</sup>. The paper, which maps some of the key linkages between Disarmament, Demobilisation and Reintegration (DDR) and SSR, identifies challenges and makes policy recommendations in order to develop synergies between these activities in the African context.

In January 2007 the United Nations Development Programme (UNDP) Bratislava Regional Centre for Europe, the CIS and Turkey published the latest book in the UNDP–DCAF ‘Democratising Security’ series, titled *Monitoring the Security Sector: Recommendations*

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<sup>4</sup> The final report has been published in the DCAF Policy Papers series: *Towards a Common UN Approach to Security Sector Reform - Lessons Learned from Integrated Missions*, DCAF Policy Paper No. 25, available at [www.dcaf.ch/policypapers](http://www.dcaf.ch/policypapers)

<sup>5</sup> Heiner Hänggi and Vincenza Scherrer (eds.), *Security Sector Reform and UN Integrated Missions. Experience from Burundi, the Democratic Republic of Congo, Haiti and Kosovo*, LIT 2008, available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications) and [www.lit-verlag.ch](http://www.lit-verlag.ch)

<sup>6</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

*for Ombudsman Institutions to Promote and Protect Human Rights for Public Security*<sup>7</sup>. The study assesses the role of independent ombudsman institutions in strengthening democratic oversight and furthering human and public security. The book also contains DCAF–UNDP *Recommendations for National Ombuds Institutions on Democratic Security Sector Oversight*.

Work also continued on scheduling and content amendments to the UNDP–DCAF Handbook on *Civil Society Organisations and Democratic Security Oversight*, forthcoming in 2008.

For the UN Office of the High Commissioner for Human Rights (OHCHR) DCAF conducted an internal study on how human rights policy can be integrated into security sector reform. The study is aimed at mapping areas of involvement to-date and exploring ways to strengthen OHCHR's role in SSR.

At the request of the Special Representative of the UN Secretary-General for Children and Armed Conflict, DCAF contributed to the 10-Year Strategic Review of the report on the Impact of Armed Conflict on Children. DCAF's discussion paper, entitled *Children's Security in Post-conflict Peacebuilding*<sup>8</sup>, analyses links between protecting children and reforming the security sector in post-conflict environments. (For more information about DCAF's work in integrating gender and child protection into Security Sector Reform, see pp. 54-57)

As part of ongoing efforts to raise awareness among the Geneva-based diplomatic community of the complexities and challenges of security sector governance, DCAF and the United Nations Office at Geneva continued a series of joint annual events on SSR with a panel discussion on *Nuclear Weapons: Governance and Accountability*. Held at the Palais des Nations in Geneva in December, the panel reviewed the respective roles of parliaments, the executive, civil society and the

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<sup>7</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

<sup>8</sup> Available at [www.dcaf.ch/children-security](http://www.dcaf.ch/children-security)

## *Cooperation with International Organisations*

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media in decision-making on the acquisition, financing, handling and use of nuclear weapons. The impact of international arms control and non-proliferation regimes on the domestic governance of nuclear weapons was also debated.

Enhancing the role of Switzerland and International Geneva in UN peacebuilding, DCAF participates in the work of the Swiss Center for Peacebuilding (KOFF) and supports the project on *The United Nations Peacebuilding Commission and International Geneva* led by the Geneva Centre for Security Policy.

On an operational level:

The United Nations Democracy Fund is the main sponsor of DCAF's Parliamentary Staff Advisers Programme, aimed at developing the capacity and professionalism of parliamentary security and defence committees in South-Eastern European states. Parliamentary staff are trained to ensure that they can provide informed and impartial advice to committee members overseeing the security sector. The Programme today covers 12 active parliamentary staff advisers from nine parliaments in South-Eastern Europe: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Republic of Macedonia<sup>9</sup>, Montenegro, Romania, Serbia and Kosovo<sup>10</sup>. (For more information on DCAF's Parliamentary Staff Advisers Programme, see pp. 31-32)

In partnership with the UNDP Programme for Governance in the Arab Region (UNDP/POGAR), DCAF continued its support to the Arab Parliamentary Network on Security Sector Governance – a regional platform for sharing and exchanging experiences and best practices in SSG. (For more information about DCAF's work in the Arab Region, see pp. 38-41)

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<sup>9</sup> Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

<sup>10</sup> On 17 February 2008, the Kosovo Assembly unilaterally declared the territory's independence. As of the date of publication (28 March 2008), it is recognised by 36 out of 192 UN member states.

UNDP, the Office of the UN High Commissioner for Refugees (UNHCR), the United Nations Population Fund (UNFPA) and the United Nations Development Fund for Women (UNIFEM) contributed to DCAF's report *Sexual Violence in Armed Conflict: Global Overview and Implications for the Security Sector*<sup>11</sup>. Published by DCAF in October 2007, the report is the first volume of its kind to document the horrifying scope and magnitude of conflict-related sexual violence in some 50 countries in Africa, the Americas, Asia, Europe and the Middle East that have experienced armed conflict over the past 20 years. It identifies strategies for security sector actors – in particular peacekeepers – to prevent and respond to sexual violence in conflict and post-conflict environments. The report was launched at the UN Headquarters in New York in October 2007. It was further presented at the United Nations Office at Geneva at an event on 10 December marking Human Rights Day and the opening of the Human Rights Council's session.

The United Nations International Research and Training Institute for the Advancement of Women (UN-INSTRAW) was one of DCAF's principle partners in developing the *Gender and Security Sector Reform Toolkit*<sup>12</sup>, a collection of practical information on gender and SSR designed for the use of practitioners and policymakers. (For more information about DCAF's work in integrating gender and child protection into Security Sector Reform, see pp. 54-57)

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<sup>11</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

<sup>12</sup> Available at [www.dcaf.ch/gssrtoolkit](http://www.dcaf.ch/gssrtoolkit)

## **Organisation for Economic Co-operation and Development**

Bilateral and multilateral actors are placing increasing emphasis on both developing policy frameworks and supporting effective implementation in the field of SSR. *The Handbook on Security System Reform*<sup>13</sup> produced by the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD DAC) has proved influential in shaping the SSR discourse and marked a clear shift towards developing practical tools to better facilitate SSR implementation.<sup>14</sup>

DCAF contributed to the development of the Handbook both as a member of the project's Critical Review Panel and in drafting the sub-chapter on *Democratic Oversight and Accountability*. The Centre has subsequently remained committed to supporting the operationalisation of the Handbook, which includes above all DCAF's project to set up an International Security Sector Advisory Team (ISSAT) – a multi-donor initiative designed to assist with the planning, implementation, monitoring and assessment of SSR programmes. (See pp. 52-53)

In partnership with the OECD, ISSAT led and facilitated in-country SSR consultations in Burundi in order to familiarise both SSR donors and members of the Burundian government with the methodologies of the OECD DAC Handbook on Security System Reform.

Finally, as of 12 June 2007, DCAF is proud to be included under Annex 2 of the OECD DAC Directives on Official Development Assistance (ODA) as an ODA-eligible multilateral organisation<sup>15</sup>. This decision recognises the developmental nature of DCAF's work and is highly important in enabling all funding support for DCAF to be counted as Official Development Assistance.

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<sup>13</sup> Available at [www.oecd.org/dataoecd/43/25/38406485.pdf](http://www.oecd.org/dataoecd/43/25/38406485.pdf)

<sup>14</sup> The OECD DAC's role was addressed in DCAF Policy Paper No. 22 *From Policy to Practice: the OECD's Evolving Role in Security System Reform*, available at [www.dcaf.ch/policypapers](http://www.dcaf.ch/policypapers)

<sup>15</sup> See [www.oecd.org/dataoecd/36/16/31724727.pdf](http://www.oecd.org/dataoecd/36/16/31724727.pdf), page 4.

## European Union

In autumn 2007 DCAF completed the study *Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Levels*.<sup>16</sup> Requested by the European Parliament's Sub-Committee on Security and Defence, the study assesses current practices in the parliaments of EU member states and within the European Parliament for scrutinising European security and defence policy (ESDP) decision-making. The study offers concrete recommendations on how to facilitate greater parliamentary involvement in international deployments of the EU and how to strengthen the European Parliament's role in filling the present void in ESDP parliamentary scrutiny. The study was officially presented to the European Parliament in February 2008.

The European Union's counter-terrorism policy and responses to the challenges of terrorism were the subject of a study *The European Union and Terrorism*<sup>17</sup> published in association with DCAF in 2007. Another notable study completed in 2007 – *The European Union and Security Sector Reform*<sup>18</sup> – addresses the evolution of the EU's SSR policy framework and practice.

## Council of Europe

In 2007 DCAF carried out two comparative studies for the Council of Europe: on the roles of the armed forces, and on internal control and oversight within the military in Council of Europe member states. These studies were used by the Council's Commission for Democracy through Law (Venice Commission) in a report on *Democratic Control*

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<sup>16</sup> Available at [www.europarl.europa.eu/meetdocs/2004\\_2009/documents/dv/pe348610\\_/PE348610\\_en.pdf](http://www.europarl.europa.eu/meetdocs/2004_2009/documents/dv/pe348610_/PE348610_en.pdf)

<sup>17</sup> David Spence (ed.), *The European Union and Terrorism*, John Harper Publishing 2007, available at [www.johnharperpublishing.co.uk](http://www.johnharperpublishing.co.uk)

<sup>18</sup> David Spence and Philipp Fluri (eds.), *The European Union and Security Sector Reform*, John Harper Publishing 2008, available at [www.johnharperpublishing.co.uk](http://www.johnharperpublishing.co.uk)

## *Cooperation with International Organisations*

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*of Armed Forces*<sup>19</sup> which covers the procedures, mechanisms and best practice of democratic control of armed forces in Council of Europe member states. The report follows up the Parliamentary Assembly of the Council of Europe Recommendation 1713 (2005) on *Democratic Oversight of the Security Sector*.

Based on the study *Regulating Private Security in Europe* completed for the Council of Europe in 2006, DCAF published a Policy Paper titled *Regulating Private Security in Europe: Status and Prospects*.<sup>20</sup> This publication forms part of DCAF's ongoing research into private military and security companies and their role in SSR. (For more information, see *Privatisation of Security*, pp. 57-58)

## **Organisation for Security and Co-operation in Europe**

In 2007 the OSCE Office for Democratic Institutions and Human Rights (OSCE/ODIHR) completed the review of the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*<sup>21</sup>. The review phase marked the end of a two-year DCAF-ODIHR joint research project on legislation and best practices in the area of human rights of armed forces personnel in the Euro-Atlantic area. The Handbook – aimed at illustrating and helping OSCE Participating States to formulate a balanced policy for the human rights of armed forces personnel – will cover the approaches, policies and practices from within the OSCE region, and present models that have proved successful. The Handbook will be launched in the first half of 2008.

OSCE/ODIHR was also one of DCAF's principle partners in developing the *Gender and Security Sector Reform Toolkit*<sup>22</sup> – a collection

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<sup>19</sup> Available at [www.venice.coe.int/docs/2008/CDL-AD\(2008\)004-e.asp#\\_Toc193605708](http://www.venice.coe.int/docs/2008/CDL-AD(2008)004-e.asp#_Toc193605708)

<sup>20</sup> Available at [www.dcaf.ch/policypapers](http://www.dcaf.ch/policypapers)

<sup>21</sup> Available at [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)

<sup>22</sup> Available at [www.dcaf.ch/gssrtoolkit](http://www.dcaf.ch/gssrtoolkit)

of practical information on gender and SSR designed for the use of practitioners and policymakers. (For more information, see p. 56)

On an operational level, DCAF supported the OSCE Mission in Kosovo, the largest OSCE field operation, in assisting the Kosovo Assembly to enhance parliamentary oversight of the security sector. DCAF continued organising capacity-building events on SSR for civil servants within the framework of the OSCE Security Awareness-Raising Initiative. In addition, DCAF and the OSCE Mission in Kosovo organised a workshop on the *Role of the Media in Security Sector Oversight* for journalists and media representatives from Kosovo. The aim of the course was to raise awareness of the full potential of the media's oversight capabilities and to improve reporting standards on security in Kosovo.

## **NATO and NATO Parliamentary Assembly**

DCAF continues to work with NATO, its Member and Partner States on the implementation of the Partnership for Peace programme (PfP) and the Partnership Action Plan on Defence Institution Building.

In February 2007, on a Swiss Department of Defence mandate, DCAF co-organised with NATO's Political-Military Steering Committee on Partnership for Peace a conference on *The Future of NATO's Partnerships*. The event provided a platform to discuss perspectives and proposals for improving NATO's relationships with its Partners in order to increase the organisation's ability to provide advice on, and practical assistance in defence institution building in countries and regions where NATO is active.

*Security Sector Reform in the New Partnership for Peace Members: Bosnia-Herzegovina, Montenegro, Serbia*, a joint DCAF-NATO publication launched at the conference, provides analysis from local experts on

## *Cooperation with International Organisations*

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progress in SSR in NATO's newest PfP members in the Western Balkan region.

Introduced in 2004 at the NATO Istanbul Summit, the Partnership Action Plan on Defence Institution Building (PAP-DIB) seeks to reinforce Partners' efforts to initiate and carry forward reform with a view to establishing effective, efficient and transparent state defence institutions under civilian and democratic oversight and guidance.

In 2007 DCAF presented its PAP-DIB status and needs assessment studies on the countries of the South Caucasus, Central Asia and Moldova to NATO's Political-Military Steering Committee at the alliance's Headquarters in Brussels. The assessments were executed on a mandate from the Swiss Departments of Defence and Foreign Affairs as a Swiss contribution to PfP programming. The reports were widely circulated and welcomed as an important contribution in the ongoing national PAP-DIB processes by concretely recommending priorities for future programming assistance.<sup>23</sup>

NATO's Public Diplomacy Division co-sponsored workshops on the role of the media in security sector oversight for journalists and media representatives from Kosovo, held in April in Geneva, and from Serbia, held in May in Niš.

In November in Brussels, members and staff of the Committee for Defence and Security from the Parliament of Serbia attended a four-day professional development course co-organised by DCAF and the NATO Parliamentary Assembly (NATO PA) under a joint Parliamentary Training Programme.

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<sup>23</sup> The reports are available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications): Eden Cole and Philipp Fluri (eds.), *Defence and Security Sector Institution Building in the Post-Soviet Central Asian States*, DCAF 2007; Philipp Fluri and Hari Bucur-Marcu (eds.), *Partnership Action Plan for Defence Institution Building: Country Profiles and Needs Assessments for Armenia, Azerbaijan, Georgia and Moldova*, DCAF 2007.

Also in November, a joint hearing was held at the European Parliament's Sub-Committee on Security and Defence and the NATO Parliamentary Assembly. The event, initiated and facilitated by DCAF Brussels, was the first of its kind, with security issues of mutual relevance discussed, including missile defence, security sector reform, EU–NATO interoperable structures and operational cooperation. The event was part of a DCAF initiative to facilitate greater parliamentary involvement in international deployments of the EU and NATO, following on from the DCAF study on *Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Level*. (For more information on the study, see p. 21).

DCAF's work in integrating gender into security sector reform was presented at NATO Parliamentary Assembly sessions in May in Madeira and in October in Reykjavik. This initiative opened a dialogue on the inclusion of a gender dimension in NATO PA activities. (For more information about DCAF's work in integrating gender and child protection into Security Sector Reform, see pp. 54-57)

## **Inter-Parliamentary Union**

Making parliaments better at legislating for the security sector and at exercising oversight continued to be one of DCAF's priorities in 2007. The DCAF–Inter-Parliamentary Union publication *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians*<sup>24</sup> remains the main tool for promoting the principles and good practices of security sector governance to parliamentarians worldwide. The Handbook offers a comprehensive understanding of security and the role of parliamentary oversight, clarifies complex specific issues, provides examples of laws and regulations, and highlights best practices of parliamentary oversight of the security sector in various countries.

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<sup>24</sup> Available at [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)

During 2007 local-language versions of the Handbook were presented and debated in the Parliaments of Afghanistan, Estonia and Nepal. As of December 2007, the Handbook had been published in 34 languages. (For more information about DCAF's Handbooks, see p. 90)

## **Economic Community of West African States**

The articulation and implementation of a *Code of Conduct for Armed Forces and Security Services in West Africa*<sup>25</sup> remains a cardinal element of DCAF's cooperation with the Economic Community of West African States (ECOWAS). The political process for formal adoption of the Code began in October 2006 at a meeting of the ECOWAS Defence and Security Commission in Ouagadougou, where the draft Code was formally adopted by West African Chiefs of Defence Staff. The Code is now ready for endorsement at a ministerial level by the ECOWAS Mediation and Security Council. A communications strategy for the Code has also been drafted. Following a review of the project in 2007, ECOWAS parliamentarians and security services beyond the armed forces will be included in the consultative process in order to expand ownership and thus enhance compliance with the Code.

DCAF also supports ECOWAS in promoting a common sub-regional approach to democratic security sector governance. In 2007 the Centre contributed to the process of drafting the ECOWAS Conflict Prevention Framework, focusing on its security governance aspect. ECOWAS efforts to develop a coherent policy framework for SSR were documented in DCAF Policy Paper *Towards a Common ECOWAS Agenda on Security Sector Reform*<sup>26</sup>. (For more information about DCAF's regional programme in Africa, see pp. 41-44)

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<sup>26</sup> Available at [www.dcaf.ch/awg/WestAfrica\\_CoC.pdf](http://www.dcaf.ch/awg/WestAfrica_CoC.pdf)

<sup>25</sup> Available at [www.dcaf.ch/policypapers](http://www.dcaf.ch/policypapers)

## Regional Cooperation

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Promoting norms and good practice of Security Sector Governance as well as providing policy advice and practical assistance to the implementation of SSR – at both regional and national levels – remained one of DCAF's key priorities in 2007.

The Centre's regional and bilateral programmes are carried out at the request of and in close cooperation with national counterparts: parliaments, governments, security sector institutions and civil society organisations. Working on the basis of concrete and clearly formulated national requests reinforces the local ownership of the outcomes of our assistance.

In 2007 DCAF conducted its activities on a global scale. This chapter gives an overview of our regional programmes in South-Eastern Europe, the New Independent States, the Middle East, Africa, Asia and the Spanish-speaking world.

## **South-Eastern Europe**

DCAF's South-Eastern Europe Programme offers comprehensive SSR programming in the Western Balkans with an emphasis on fostering regional security cooperation, border security and police reform, parliamentary oversight and intelligence accountability.

### **Border Security Programme**

Through its Border Security Programme, DCAF assists the countries of the Western Balkans in their endeavour to meet the standards of the EU's Integrated Border Management and to foster regional cooperation in the field of border security. The Programme operates through five thematic working groups, bringing together experts and practitioners from the six participating countries – Albania, Bosnia and Herzegovina, Croatia, the Republic of Macedonia, Montenegro and Serbia – and from the EU.

During 2007 the programme organised a total of 20 interrelated events to coordinate goals and objectives of national border security services, and to improve institutional capacities and cross-border cooperation.

The *legal reform* working group screened national legislation in the field of border security cooperation to identify gaps and offer recommendations to close them. Model cooperation agreements were prepared to facilitate implementation of border security-related provisions of the 2006 Police Cooperation Convention for Southeast Europe. ([For more information on the Convention, see p. 30](#))

The *leadership and management* working group released a set of standard operational procedures for cross-border police cooperation, including the establishment of integrated border crossing points, joint border patrols and the exchange of liaison officers.

The working group on *logistical support* identified requirements for the implementation of cross-border cooperation agreements in the area of telecommunications, information technology and the exchange of data and information, as well as special technical equipment for border control and surveillance.

The working group on *risk analysis, criminal intelligence and investigation* drafted administrative order templates for risk analysis and criminal investigation. These documents specify the structures, personnel and procedures required for the implementation of the full intelligence cycle.

The *education and training* working group evaluated professional training programmes in the countries of the region to check their compliance with contemporary professional requirements for border guards and developments in the field of border management.

In the area of training, 25 officers from the South-Eastern European border services have completed the *Advanced Distance Learning Course for Regional Border Security Commanders* developed by DCAF. Forty-seven junior border security officers from 18 countries participated in a one week-long *Future Leaders Training Course* in Andermatt, Switzerland. Combining classroom and outdoor activities, the course was designed to develop participants' professional and leadership skills and enhance team-work capabilities. It included two mountain exercises run by the Swiss Military Mountaineering Service Centre.

### **Police Programme**

2007 marked the establishment of DCAF's operational programme focusing on police reform and enhancing regional cooperation in the area of policing.

During the year DCAF's Police Programme engaged in two important operational mandates: support for the implementation of a seven-

## *Regional Cooperation*

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nation Police Cooperation Convention for Southeast Europe and help in developing an association of police chiefs in the region.

The Police Cooperation Convention for Southeast Europe was signed in Vienna on 5 May 2006 at the initiative of the Austrian EU Presidency by seven Western Balkan states: Albania, Bosnia and Herzegovina, the Republic of Macedonia, Moldova, Montenegro, Romania and Serbia. The convention presents a comprehensive array of commitments aimed at strengthening strategic police cooperation in the region. In this way, the states party to the Convention will gradually be brought into line with European Union (Schengen) standards of police cooperation. The implementation of the Convention will see the countries develop legal and operational measures on a number of important issues, such as information exchange, joint risk analysis, cooperation on investigations, joint border patrols, hot pursuit across borders, witness protection and others.

During 2007 DCAF, in cooperation with the Austrian Interior Ministry, drafted an implementation programme for support to the contracting parties to the Convention. Measures include negotiation of bilateral agreements, development of manuals on technical issues and support for the development – over a period of two years – of each state's capacity to implement specific provisions of the Convention and to successfully undertake and complete a reform process.

During the year DCAF was also engaged in assisting the institutional development of the Southeast Europe Police Chiefs Association (SEPCA) which brings together senior police officials from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Republic of Macedonia, Moldova, Montenegro, Romania and Serbia.

At the request of SEPCA's Board on Police Education, DCAF drafted a two-year capacity-building programme for senior police officials, focusing on topics such as change management, police

reform strategies, project management, leadership and communication. Implementation of the programme began in December 2007 in Ohrid, Republic of Macedonia, with the first workshop focusing on change management in the police.

Throughout the year DCAF's Police Programme also served as a hub of police reform expertise for different SSR activities carried out by the Centre around the world. Assessment and advisory missions were conducted in Burundi, the Democratic Republic of Congo, Indonesia, Moldova and Palestine. The aim was to promote the understanding that police reform must be seen as an integral part of overall efforts to foster the democratic governance of the security sector in the countries in transition and in post-conflict environments.

### **Parliamentary Staff Advisers Programme**

DCAF's Parliamentary Staff Advisers Programme is aimed at developing capacity and professionalism within the security and defence committees of South-Eastern European parliaments. The programme trains staff members of parliamentary defence and security committees to ensure that they can provide informed and impartial advice to committee members overseeing the security sector. The programme methodology encourages interaction and cooperative work, thus aiming also at strengthening links between parliaments, facilitating the regional exchange of experience and information on legislation and policy in the field of security, and leading in turn to the harmonisation of security sector governance standards across the region.

In 2007 the training part of the programme was funded by the United Nations Democracy Fund (UNDEF) while DCAF contributed to the cost of salaries, enabling parliaments that do not have sufficient funding to hire expert parliamentary staff. The salaries are sponsored for a limited period of up to three years, with the understanding that parliaments will work to allocate financing and integrate these new personnel into parliamentary staff structures.

## *Regional Cooperation*

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In 2007 the programme engaged 12 parliamentary staff advisers active in nine parliaments in South-Eastern Europe: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Republic of Macedonia, Montenegro, Romania, Serbia and Kosovo. It should be noted that the parliaments of Bulgaria, Croatia, Romania and Serbia have already taken over responsibility for the staff positions DCAF helped them establish.

In the course of the year, training events for parliamentary staff advisers were organised in the Republic of Macedonia and Bosnia and Herzegovina in close cooperation with national parliaments. In addition, a four-week course was organised in cooperation with the George C. Marshall Centre in Garmisch-Partenkirchen, Germany.

### **Young Faces Network**

The DCAF Young Faces Network brings together young professionals, scholars, journalists, civil society activists and government officials from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Republic of Macedonia, Moldova, Montenegro, Romania, Serbia and Kosovo, and gives them an opportunity to meet and debate contemporary issues of global and regional security.

The development of a regional security community is the main objective of the Young Faces Network. In the course of 2007 the Network – which gathers together more than 100 members – held two meetings focusing on regional security cooperation in the Western Balkans. The activities of the Young Faces Network are co-funded by the Balkan Trust for Democracy and DCAF.

## Bilateral Assistance in the Western Balkans

In **Albania** in September, anticipating the launch of Albanian security strategy review process at the end of the year, DCAF organised a workshop *Developing a National Security Strategy* to present international experience with National Security documents and discuss Albanian National Security Strategy with parliamentarians, government officials, the military and civil society representatives.

A seminar on the role of intelligence in a democratic society and on issues of intelligence accountability was organised at the request of the Albanian State Intelligence Agency.

In **Bosnia and Herzegovina**, the Ministry of the Interior and DCAF signed a strategic partnership agreement on cooperation in the field of border police reform. DCAF also supported the activities of the Centre for Security Studies, a local think-tank focusing on SSR issues.

In the **Republic of Macedonia** in March, the Parliament, civil society organisations and DCAF convened a conference to debate the role of women in security sector reform and to launch DCAF's publication *Women in an Insecure World. Violence against Women: Facts, Figures and Analysis*<sup>27</sup>. The conference was instrumental in advocating for the adoption, later during the year, of legislation to address domestic violence, specifically amendments to the Criminal Code and the Law on Family that made domestic violence a criminal offense.

In May 2007 DCAF and the Parliament of the Republic of Macedonia organised a conference in Skopje on the oversight of intelligence services, introducing the DCAF Handbook on *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies*<sup>28</sup> to senior officials of the intelligence community and members of the newly-appointed parliamentary oversight committee.

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<sup>27</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

<sup>28</sup> Available at [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)

## *Regional Cooperation*

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In **Montenegro**, DCAF worked closely with the Parliamentary Committee on Security and Defence to promote intelligence oversight. A workshop for parliamentarians was organised in Podgorica in April to promote the local-language version of DCAF's Handbook on *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies*. Members of the oversight committee and their counterparts from the executive branch discussed intelligence accountability at a workshop *Issues and Challenges of Intelligence Accountability in Democratic Societies* held in December in Geneva. In 2007 DCAF also reviewed Montenegro's draft laws on Defence and the Military.

In **Serbia**, DCAF's work focused on empowering local think-tanks and the media to engage in SSR. The Centre supported the Institute of Comparative Law in Belgrade in the publication of a collection of essays titled *Overview of Defence Legislation in Serbia*. Written by experts from the Institute, the book analyses defence legislation in force as well as draft and model laws developed to advance the enactment of new defence legislation.

DCAF also started a research project on the human rights of armed forces personnel in Serbia and, together with the Centre for Civil-Military Relations in Belgrade, a research project aimed at developing a benchmarking system to monitor the progress of SSR in Serbia.

In spring-summer 2007 two workshops on security sector reform for Serbian journalists and media representatives were organised jointly with the Novi Sad School of Journalism. These training events were aimed at developing capacity and professionalism of journalists reporting on security issues and at making them better acquainted with the role of the media in security sector oversight.

During 2007 DCAF took an active part in the international community's efforts to foster good security sector governance in **Kosovo**. Our assistance included advice and support to the International Civilian

Office / European Union Special Representative Preparation Team, the OSCE Mission in Kosovo, the United Nations Interim Administration Mission in Kosovo and KFOR as well as to the Provisional Institutions of Self-Government of Kosovo on a variety of issues, including parliamentary oversight of the security sector, EU and NATO norms in the field of information classification and security vetting procedures, security sector coordination, decision-making and executive control, and the role of the media in security sector oversight.

Kosovo was one of the four case studies covered by the DCAF research project to assess the role of SSR in UN integrated missions. [\(For more information on the project, see pp. 15-16\)](#)

## **New Independent States**

DCAF's New Independent States Programme comprises defence, intelligence and law enforcement reform programming and capacity-building for parliamentarians, ombuds institutions, civil society and the security sector in the former Soviet Union.

In 2007, in the framework of NATO's Partnership Action Plan on Defence Institution Building (PAP-DIB), DCAF carried out status and needs assessment studies on the countries of the South Caucasus (Armenia, Azerbaijan, Georgia), Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan) and Moldova. The assessments were executed on a mandate from the Swiss Departments of Defence and Foreign Affairs as a Swiss contribution to Partnership for Peace programming, and were presented to NATO's Political-Military Steering Committee (PMSC) in Brussels in May 2007. The reports were circulated amongst national representatives in the PMSC, who welcomed the studies as an important contribution to the on-going PAP-DIB process by recommending specific priorities for future

## Regional Cooperation

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programming assistance.<sup>29</sup>

In the area of internal security reform programming, DCAF and the International Training Centre / Ministry of Justice and Law Enforcement of Hungary organised the first of an annual series of seminars for law enforcement professionals from across the former Soviet Union. The participants from Azerbaijan, Belarus, Georgia, Kyrgyzstan, Moldova, Ukraine and Uzbekistan provided briefings on the status and needs of law enforcement reform in their own countries, as well as attended briefings by EU and Council of Europe experts. The conference was an opportunity to document police/internal security reform in the former Soviet Union (FSU), identify common interests with Western European counterparts, and familiarise FSU law enforcement professionals with Western European and transatlantic cooperation schemes.

### Bilateral Assistance in the New Independent States

In **Armenia** in February, DCAF conceived and managed a three-day George C. Marshall Centre–Armenian Defence Ministry-sponsored workshop, focusing on the civilianisation of the Ministry of Defence and amending the Law on Defence.

In **Georgia** in April, DCAF participated in the 65<sup>th</sup> NATO Parliamentary Assembly Rose Roth Conference focusing on progress towards democratic reforms in Georgia.

In **Kyrgyzstan** in January, the Parliament adopted a *Law on Parliamentary Oversight of the Armed Forces*, based on DCAF documents discussed at the 2006 Reichenau conference on *Defence Institution Building: The Public Dimension* for participants from Central Asia.

In **Moldova**, DCAF was a core content provider at the 4<sup>th</sup> seminar of the Moldova Parliamentary Programme in Chisinau organised by

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<sup>29</sup> See footnote 23.

the Centre for European Security Studies and the Moldovan-based European Institute for Policy Studies and Institute for Public Policy.

In **Ukraine** in 2007, DCAF continued parliamentary and civil society democratic oversight capacity-building, in parallel with well-established defence institution building and reform programmes.

The Verkhovna Rada (parliament) Security and Defence Committee has for many years worked with DCAF and NATO to strengthen parliamentary oversight of the security sector. Focused work on intelligence oversight began in earnest with a joint Verkhovna Rada–NATO–DCAF conference in December 2005, which has led to several practical results, including the development of a NATO–Ukraine Expert Working Group on Civil and Democratic Control of the Intelligence Sector and the designation of a sub-committee under the Verkhovna Rada Security and Defence Committee with responsibility for intelligence oversight. Exchange of experience on practical issues related to the functioning of such a sub-committee is particularly important in light of the new powers conveyed to the Verkhovna Rada in the constitutional amendments that went into effect on 1 January 2006.

In support of intelligence reform in Ukraine, DCAF co-organised a conference on Practical Aspects of Parliamentary Oversight of the Intelligence Sector with the Verkhovna Rada and NATO Liaison Office in Kiev in February 2007. The conference was an opportunity to share experience regarding practical aspects of the functioning of parliamentary committees responsible for intelligence oversight and provide practical support for the development or improvement of the relevant legal and procedural bases by addressing three focus areas: 1) mandate, scope, powers and responsibility; 2) membership, staff support and vetting; 3) relations and communication between the committee and the intelligence services, other parliamentary committees or plenary, and the public.

## *Regional Cooperation*

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DCAF also contributed to two NATO–Ukraine Civic League events aimed at ensuring continued civil society involvement in democratic oversight and monitoring of the security sector in Ukraine: the NATO–Ukraine Civic League conference on *The Role of Civil Society in Implementing Ukraine’s Strategic Euro-Atlantic Integration* in March in Kiev, and the follow-up round-table on *Security Sector Reform and Democratic Oversight in Central and Eastern Europe and their Relevance to Ukraine*, in the framework of the NATO–Ukraine Partnership for Civil Society Expertise Development, in May in Warsaw.

During 2007 – for the third consecutive year – DCAF facilitated training for Ukrainian Defence Ministry staff on implementing transparency, accountability, budgeting and monitoring mechanisms in defence institutions.

## **Middle East and North Africa**

The overall political situation in the Middle East and North Africa (MENA) in 2007 was characterised by stagnation and a volatile security environment. Ongoing armed conflict in Iraq, the continuation of Israeli occupation in the Palestinian territories, the collapse of the Palestinian unity government and the subsequent siege of Gaza, the political deadlock over the presidential nomination in Lebanon and the unresolved dispute over Iran’s nuclear programme largely dominated regional security concerns in 2007 and triggered fears that security could deteriorate further.

In several countries, the modest gains that had been made in the development of democracy in recent years were lost again as governments stepped up pressure on political opposition groups. On the other side, there has been growing support for democracy amongst the general public. Individual parliamentarians, civil society organisations and the media in the Arab region have called for tighter political control of the defence and security apparatus to ensure that

the armed forces, police and intelligence organisations serve public interests. Partly as a response to this pressure, some governments have cautiously begun to consider changing the way they manage their security organisations. This has spurred demands within parliaments, civil society groups and the governments themselves for comparative expertise in governance systems, and legal and policy frameworks.

In 2007 DCAF actively sought to develop knowledge and understanding for comprehensive security sector reform concerns within the Arab region. Through its head office in Geneva and the regional office in Ramallah, the Centre remained engaged in a dialogue with governments, parliaments and civil society organisations, consolidating its network of contacts and contributing to various local and regional SSR initiatives in Bahrain, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Morocco, Palestine, Qatar and the United Arab Emirates. In May 2007 Lebanon became the first Arab country to join the DCAF Foundation.

During 2007 regular exchanges were also held with donor governments, and regional and international organisations involved in SSR in the MENA region.

In partnership with the UNDP Programme on Governance in the Arab Region (UNDP/POGAR), DCAF continued its support to the Arab Parliamentary Network on Security Sector Governance – a regional platform for sharing and exchanging experiences and best practices in SSG. In April in Montreux, parliamentarians from Jordan, Kuwait, Lebanon and Morocco met for a workshop on the parliamentary role in national security policy formulation; another DCAF–UNDP/POGAR workshop was organised in November in Brussels to discuss parliamentary mechanisms for transparent security and defence budgeting.

As an independent and neutral organisation, DCAF emphasised in all its activities and discussions the need for depoliticised, development-based SSR assistance.

## Regional Cooperation

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In 2007 DCAF stepped up its support to security sector development in the **Palestinian territories**. Through its regional office in Ramallah, DCAF offered advisory services and conducted a series of awareness-raising events with representatives of the Palestinian National Authority, the Palestinian Legislative Council, security forces and civil society organisations to introduce basic concepts of security sector governance and to present best practices in the field. DCAF actively participated in Palestinian inter-agency working groups dealing with various aspects of security sector governance.

During 2007 DCAF published a first assessment of SSR in the Palestinian territories in order to share with international stakeholders a local perspective on reform, which had – until then – been missing in the international debate. The volume, entitled *Entry-Points to Palestinian Security Sector Reform*<sup>30</sup>, contributes to a better understanding of needs and of the direction in which Palestinians would like to see their security sector evolve.

Public perceptions of Palestinian security sector governance were the subject of workshops organised by DCAF in cooperation with Palestinian institutions in East Jerusalem, Gaza and the West Bank. At a time of heightened political tension, they provided a platform for Palestinian society to voice its security concerns.

As an investment in long-term oversight capacity-building at the Palestinian Legislative Council, its staff members participated in a series of DCAF training events organised both in the Palestinian territories and in Europe, within the framework of DCAF's Parliamentary Staff Advisers Programme (see pp. 31-32). These training events were aimed at developing the capacity and professionalism of parliamentary staffers dealing with security issues and at making them better acquainted with the responsibilities and mechanisms of parliamentary oversight of the security sector.

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<sup>30</sup> Available in English and Arabic at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

With the Palestinian Council on Foreign Relations, DCAF started drafting a manual for the Palestinian civil police under the provisional title *The Palestinian Police in the Service of its People: A Practical Manual from Palestinian Civil Society*.

The implementation of the security sector-related recommendations contained in the final report of the Equity and Reconciliation Commission, in particular the recommendation to strengthen oversight over police and intelligence agencies, was the focus of discussions between DCAF, civil society organisations and the government of **Morocco** in 2007. This work will continue in 2008.

Finally, the arrival of **Lebanon** as a new member state of the DCAF Foundation in May 2007 was politically significant. During the year DCAF facilitated the establishment of a cross-factional network on security sector reform in Lebanon, with the ability to influence political decision-making in the country. In 2007 the Centre also started negotiations with the Lebanese government for the opening of a DCAF office in Beirut.

## **Africa**

DCAF's Africa programme, guided by the principles of local ownership and context specificity, is aimed at building local capacity for security sector reform and governance through research, policy analysis, networking knowledge on SSR, and the setting of norms and standards. DCAF supports the development of common regional and sub-regional approaches to SSR and seeks to ensure that African experience is taken into consideration by international organisations developing SSR policy frameworks, first and foremost by the United Nations system.

## Regional Cooperation

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In the February 2007 Presidential Statement<sup>31</sup>, the UN Security Council welcomed the joint initiative of Slovakia and South Africa to organise an international workshop focusing on the role of the United Nations in supporting SSR in Africa. DCAF contributed substantially both to the conceptualisation and preparation of the workshop. Titled *Enhancing UN Support for SSR in Africa: Towards an African Perspective*, and held in Cape Town, South Africa, in November 2007, the event brought together representatives of 47 countries, including 25 African states, the African Union, the Economic Community of West African States, the Southern African Development Community and the United Nations system. The meeting reaffirmed the need for a common UN policy framework for SSR and highlighted the importance of African experience for the development of such a framework.

A major aspect of DCAF's policy research work continues to be understanding and operationalising the linkages between SSR and related post-conflict peacebuilding challenges. In the African context, the case studies on Burundi and the Democratic Republic of Congo – which are part of the DCAF project to assess the role of SSR in UN integrated missions, released in November 2007 – helped to draw lessons learned and led to recommendations for the UN system, a number of which were reflected in the UN Secretary-General's 2008 report on United Nations approaches to SSR. (For more information on the DCAF project and the UN Secretary-General's report, see pp. 14-16)

Also in this area, at the request of the UN Office of the Special Adviser on Africa, DCAF developed a paper on *Understanding the DDR-SSR Nexus: Building Sustainable Peace in Africa*<sup>32</sup>. The paper, which maps some of the key linkages between Disarmament, Demobilization and Reintegration (DDR) and SSR, identifies challenges and makes policy recommendations in order to develop synergies between these activities in the African context. The paper was presented at the 2<sup>nd</sup>

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<sup>31</sup> See footnote 2.

<sup>32</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

International Conference on *DDR and Stability*, held in Kinshasa, Democratic Republic of Congo, in June 2007.

At an operational level, in partnership with the OECD, DCAF's International Security Sector Advisory Team (ISSAT) facilitated in-country SSR consultations in Burundi in order to familiarise both SSR donors and members of the Burundian government with the methodologies of the OECD DAC Handbook on Security System Reform. Following the consultations in Burundi, the OECD DAC Secretariat requested that ISSAT lead and facilitate in-country consultations on the OECD DAC Handbook in the Central African Republic, and liaison with the UNDP country office on donor training continues. (For more information on ISSAT, see pp. 52-53)

Even though 2007 witnessed a marked increase in the Centre's engagement in the sub-regions of Southern Africa and the Great Lakes, DCAF's main focus remained on **West Africa**.

The articulation and implementation of a *Code of Conduct for Armed Forces and Security Services in West Africa*<sup>33</sup> was a cardinal element of the Centre's cooperation with the Commission of the Economic Community of West African States (ECOWAS). The political process for formal adoption of the Code began in October 2006 at a meeting of the ECOWAS Defence and Security Commission in Ouagadougou, where the draft Code was formally adopted by West African Chiefs of Defence Staff. The Code is now ready for endorsement at a ministerial level by the ECOWAS Mediation and Security Council. A communications strategy for the Code has also been drafted. Following a review of the project in 2007, ECOWAS parliamentarians and security services beyond the armed forces will be included in the consultative process in order to expand ownership and thus enhance compliance with the Code.

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<sup>33</sup> Available at [www.dcaf.ch/awg/WestAfrica\\_CoC.pdf](http://www.dcaf.ch/awg/WestAfrica_CoC.pdf)

## Regional Cooperation

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Supporting the development of a common, coherent regional approach to security sector governance in West Africa, DCAF organised an experts workshop on *The Challenges of Developing a Policy Agenda for Security Sector Reform and Governance in West Africa*, in collaboration with the Kofi Annan International Peacekeeping Training Centre in Accra, Ghana, and the Deutsche Gesellschaft für Technische Zusammenarbeit. The Centre also contributed to the development of the ECOWAS Conflict Prevention Framework, focusing on its security governance aspect. The DCAF Policy Paper *Towards a Common ECOWAS Agenda on Security Sector Reform*<sup>34</sup> documents ECOWAS efforts in this area.

In 2007 DCAF pursued a programmatic agenda for parliamentary oversight capacity-building in West Africa. To this end, an edited volume was completed in 2007 on *Parliamentary Oversight of the Security Sector in West Africa: Opportunities and Challenges*, forthcoming in 2008.

Since 2004 DCAF has been providing support to the post-conflict transformation of the security sector in **Liberia**. In 2007 two major training events intended to support the development of the Liberian Parliament's security sector oversight capacity were organised in collaboration between DCAF, the African Security Sector Network and the Conflict Security and Development Group of Kings College, University of London. In March, an *Interactive Needs Assessment on Parliamentary Oversight of the Security Sector for the Liberian Legislature* helped deputies identify priorities in SSR programming. In November, a training seminar for Liberian parliamentarians, security agencies and civil society representatives on *Comparative Experiences of Security Sector Reform* provided a platform for exchanging information on practical issues of SSR implementation.

As a direct outcome of the Interactive Needs Assessment, a new project was launched in 2007 aimed at publishing a compilation of Liberian security legislation. Such a publication, to be completed in

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<sup>34</sup> Available at [www.dcaf.ch/policypapers](http://www.dcaf.ch/policypapers)

2008, will serve as a tool and reference material for Liberian parliamentarians and SSR practitioners in the task of legislating for the security sector and exercising oversight over it.

## Asia

DCAF's activities in Asia in 2007 focused on South-East Asia, in particular on a democratic security sector oversight capacity-building programme in Indonesia and a regional inter-parliamentary dialogue on security sector governance. DCAF also conducted needs assessment missions to two new countries – Afghanistan and Nepal.

In **Indonesia** in 2007, DCAF began a two-year programme on *Security Sector Reform in Indonesia: Democratic Security Sector Governance Support for Parliamentarians, Civil Society and the Security Sector*. The programme is funded by the German Ministry of Foreign Affairs and conducted in partnership with the Jakarta office of the German political foundation Friedrich Ebert Stiftung (FES). During the year DCAF managed and implemented Parliamentary and Civil Society Democratic Security Sector Oversight Capacity Development programmes.

Formulated in response to requests from Indonesian parliamentarians and NGOs, the programme follows the framework of DCAF's parliamentary and civil society capacity development programmes in Turkey (2003-2006) and Ukraine (2001-2006) employing similar methodologies and core products, whilst also generating materials relevant to the Indonesian context. Its aim is to promote understanding of the principles of democratic security sector oversight and introduce stakeholders to mechanisms and tools they can use to increase transparency and accountability across the security sector.

Local stakeholders' interests coalesce around the following principal issues: border management reform and transition to demilitarised

## *Regional Cooperation*

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border systems; intelligence oversight reform; the role of the media in security sector oversight; military justice reform; defence budgeting reform. As a result, DCAF's work in Indonesia in 2007 focused on these issues whilst preparing the ground for longer-term programming. In total, more than 20 events were organised in 2007, covering various aspects of SSR.

DCAF's work with parliamentarians focused on Commission 1, the Indonesian committee dealing with issues of defence, foreign affairs, communications and information; and Commission 3, dealing with internal security matters and media affairs. DCAF has also fostered a constructive dialogue with the Ministry of Defence and a number of local NGOs.

2007 saw the launch of the *Almanac on Indonesian Security Sector Reform*<sup>35</sup> and the Indonesian Bahasa version of DCAF's Handbook on *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies*<sup>36</sup>.

Indonesia was also invited to join DCAF's Foundation Council and in November 2007 became the first country of South-East Asia to join the Foundation.

The focus areas of DCAF's programming in Indonesia in 2008 will be border management, police reform, defence institution-building, transparency and anti-corruption in the security sector. The programme will also include investigative journalism/media training, parliamentary staff training and a number of translations and publications in Bahasa Indonesian.

Beyond its in-country programme in Indonesia, DCAF continues to facilitate an informal regional inter-parliamentary dialogue on security sector governance in South-East Asia. Launched in February 2006

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<sup>35</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

<sup>36</sup> Available at [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)

in Cambodia, the process featured two regional inter-parliamentary conferences in 2007, organised by DCAF and the Friedrich Ebert Stiftung Office for Regional Cooperation in South-East Asia, in Manila in March and in Bali in November. The conferences addressed the experience and challenges of security sector governance in the region, focusing on Cambodia, Indonesia, Malaysia, the Philippines, Singapore and Thailand. They brought together members of parliaments, government officials, scholars and practitioners of SSR from across South-East Asia, giving the participants an opportunity to analyse the various national contexts, compare the dynamics of pursuing SSR, and examine current challenges and opportunities for reform. A particular emphasis was put on the role that parliaments can play in national security policy formulation and review. At the November conference the participants agreed to create an Inter-Parliamentary Forum on Security Sector Governance to facilitate regional dialogue, promote local ownership and stimulate national parliamentary involvement in the subject in ASEAN states.

DCAF is also supporting SSR expert community-building in the region. To develop a better understanding of South-East Asian experiences in SSR and how these experiences relate to those of North-East Asian transition countries, an experts workshop on *Security Sector Reform: Lessons Learned from North-East and South-East Asia* was held in March 2007 in Manila. The case studies examined at the workshop included Indonesia, the Philippines, Taiwan, Thailand and South Korea. In addition, to document regional experience in security sector governance, a project on *Challenges of Security Sector Governance in South-East Asia* is under way, based on comparative research involving half a dozen country case studies from the ASEAN region. Preliminary results of this project were published in Issue 16 of the journal *Dialogue and Cooperation*<sup>37</sup>.

Beyond the South-East Asian sub-region, DCAF developed a series of in-country activities in Nepal, Afghanistan, Turkey and Mongolia.

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<sup>37</sup> Available at [www.fesspore.org](http://www.fesspore.org)

## *Regional Cooperation*

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In June a DCAF team conducted a fact-finding mission in **Nepal** to gauge the status of and entry points to democratic security sector governance programming. The team met with parliamentarians, security sector representatives, civil society activists and international actors, including the UNDP and the United Nations Mission in Nepal. A number of substantive requests for DCAF assistance were received from each quarter. The Nepali version of the DCAF–IPU Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices*<sup>38</sup> was launched at an event attended by members of parliament and representatives of the international community and civil society organisations. The mission was coordinated with the local office of the Swiss Agency for Development and Cooperation (SCD).

In July, in the framework of their first ever study tour to a foreign country, the leadership of the Maoist party in Nepal, accompanied by senior representatives of the two other major parties, the Nepali Congress and CPN/UML, paid a visit to DCAF to discuss the challenges of security sector reform in Nepal and what contributions DCAF could make to facilitate this process. Members of the delegation briefed DCAF on the specific challenges of SSR in Nepal, including the need to launch a comprehensive, locally-owned SSR programme linked to overarching political reforms, rather than a traditional DDR programme driven by external actors.

Subsequent discussions resulted in the SDC-formulated suggestion that, preparatory to the holding of elections for the Constitutional Assembly, the main parties in Nepal try to develop a joint comprehensive and human-centric national security concept, which included democratic civil-military relations. DCAF supported this initiative by providing input to a major SDC-facilitated event on national security policy formulation held in Kathmandu in October, as well as using the opportunity to meet local and international stakeholders to discuss further programming possibilities.

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<sup>38</sup> Available at [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)

DCAF also provided a keynote speaker on Parliament's Role in Defence Oversight to a UNDP-sponsored conference in December which sustained the same themes of cooperative public security policy and planning. At the year's end, DCAF was in detailed discussions about programming possibilities in Nepal for 2008, subject to political developments in the country.

In October 2007, on a mandate from the Swiss Department of Defence, DCAF undertook a fact-finding mission on Justice and Security Sector Reform (JSSR) status and needs in **Afghanistan**. The team met civil society representatives, parliamentarians and politicians from across the political spectrum, representatives of security sector agencies and international organisations in Kabul. The findings and recommendations for JSSR programming were delivered in December. The Dari versions of the DCAF-IPU Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* and the Handbook on *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies*<sup>39</sup> were also presented to the Afghan National Assembly. In addition, the DCAF team conducted research for a study on *Afghanistan's Security Sector Governance Status and Needs*, to be published in 2008. Since the team's visit, specific requests for assistance on democratic oversight and good practice issues have been received from the Afghan Ministry of Defence and the National Assembly. Based on the key findings, the demand exists in Afghanistan for a basic capacity-building programme on democratic security sector oversight.

In October in Istanbul, **Turkey**, working with its long-term local partner the Turkish Economic and Social Studies Foundation (TESEV), DCAF co-sponsored an international conference on *Providing Security and Protecting Human Rights*, focusing on the legal framework for ensuring long-term protection of human rights in the context of the security sector's activities in the Euro-Atlantic area.

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<sup>39</sup> Available at [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)

## *Regional Cooperation*

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In November in Ulaanbaatar, **Mongolia**, DCAF provided key content at a conference on *Furthering Security Sector Reforms and Ensuring Human Security*. Co-organised by the Mongolian Institute for Strategic Studies, DCAF and the Swiss Agency for Development and Cooperation, the conference covered a range of security and governance issues.

## **Spanish-Speaking World**

In February 2007, at the invitation of the Madrid-based Centro Internacional Toledo Para la Paz and the Colombian Presidency, DCAF provided advice and concrete recommendations for the Colombian government-led demobilisation and reintegration strategy.

The following month, on the occasion of the visit of the Latin American Senior Officers Course to Brussels, organised by the Centro Superior de Estudios de la Defensa Nacional, of Spain, DCAF Brussels briefed the officers on the Centre's goals and activities.

In October DCAF took part in the seminar *Building Security through Knowledge of War: International Cooperation for Peace* organized in Lima by the Instituto de Defensa Legal and the Pontificia Universidad Católica of Peru. Also in October DCAF lectured on security sector reform at the Escuela Superior de Guerra Naval.

In November, at the invitation of the Spanish Ministry of Defence and the Centro de Investigaciones de Relaciones Internacionales y Desarrollo, DCAF representatives participated in the 6<sup>th</sup> Annual Conference on Mediterranean Security in Barcelona where they discussed SSR in the Middle East and North Africa with high-ranking officials from the Spanish Defence Ministry, EU, NATO and Mediterranean countries.

## Special Issues

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Apart from DCAF's regional programmes and its work with international organisations, the Centre has been active in some specific areas of Security Sector Governance which are reviewed in this chapter.

A crucial area of DCAF's work in 2007 was the operationalisation of international norms and standards in the field of SSR. This includes above all DCAF's project to set up an International Security Sector Advisory Team, a multi-donor initiative designed to assist with the planning, implementation, monitoring and assessment of SSR programmes.

Women and children are often, if not usually, the main victims of armed conflict. The work to put preventing violence against women and children at the heart of the Security Sector Reform agenda was a crucial part of our activities during 2007.

The emergence and rapid growth of private military and security companies has led to a surge of private sector activities on the fringes of the security sector. DCAF expanded its work in debating this phenomenon in 2007 and in helping states meet the challenge of monitoring and regulating security privatisation.

Finally, this chapter gives an overview of the network of DCAF's regional offices.

## **International Security Sector Advisory Team (ISSAT)**

The international community faces a number of challenges in translating international norms and standards on security sector governance and security sector reform into concrete and effective country programmes.

The International Security Sector Advisory Team (ISSAT) is a multi-donor initiative that brings together policy and operational SSR expertise from the developmental, security, defence and diplomatic domains, in order to provide donors and the international community with comprehensive advice on both the technical and the process aspects of supporting SSR.

ISSAT seeks to address the capacity gaps that exist at a national level when it comes to SSR policy-making and programming, together with the need for greater coherence both across government and between bilateral and multilateral actors. It aims to help donors develop, design, implement and evaluate SSR strategies, practices and programmes in line with internationally-recognised norms, standards and good practice. Additional benefits from using this type of international capacity are enhanced donor coordination and harmonisation, and the reduction of transaction costs through joint donor action.

The proposal to develop ISSAT within DCAF was made at the May 2007 meeting of the DCAF Foundation Council, supported by Belgium, Canada, France, the Netherlands, Norway, Sweden, Switzerland and the United Kingdom. DCAF accepted this mandate and made available significant resources in order to take this initiative forward.

ISSAT focuses on the provision of five main services for both bilateral and multilateral agencies engaged in supporting SSR processes:

- 1) undertaking and coordinating SSR assessments;
- 2) provision of guidance on programme design;
- 3) monitoring and evaluation of SSR programmes;
- 4) training and capacity development;
- 5) other support services; such as developing a roster of experts, country monitoring, sharing lessons learned.

Beyond the political support that ISSAT is receiving from partners and the focus on the start-up of its operations, ISSAT has already managed to facilitate a number of SSR processes in 2007. In partnership with the OECD, ISSAT conducted in-country SSR consultations in Burundi in order to familiarise both SSR donors and members of the Burundian government with the methodologies of the OECD DAC Handbook on Security System Reform.

Following the consultations in Burundi, the OECD DAC Secretariat requested that ISSAT lead and facilitate the in-country consultation on the OECD DAC Handbook in the Central African Republic, and liaison with the UNDP country office on donor training continues.

ISSAT also provides bilateral support: it gives whole-of-government training on SSR to a cross-section of government departments in Canada and provides support to the development of the Swiss programme in southern Sudan, focusing on democratic control of the armed forces.

## **Integrating Gender and Child Protection into Security Sector Reform**

### **Women in an insecure world**

Violence against women is one of the most urgent security issues in the world today, requiring massive mobilisation of political will, resources and action.

In 2007 DCAF's publication *Women in an Insecure World. Violence against Women: Facts, Figures and Analysis*<sup>40</sup> – our main tool in the campaign to raise awareness of violence against women – was published in French by the publishing house La Martinière, in Paris, and in Arabic, published by the Bibliotheca Alexandrina.

A related product – *Women in an Insecure World Resource Package DVD*<sup>41</sup> – was launched on International Women's Day on 8 March 2007 in Geneva and in New York. The DVD contains the 45-minute documentary *Women in an Insecure World* in English, French and German, as well as additional resource material on combating violence against women for training and advocacy. The trailer of DCAF's documentary was used by the United Nations to introduce the UN Secretary-General's special address to the 51<sup>st</sup> session of the Commission on the Status of Women, at the UN Headquarters in New York.

Violence against women was the subject of a presentation given by DCAF in May at the opening of the 7<sup>th</sup> session of the Pan-African Parliament in Midrand, South Africa.

At a bilateral level in the Republic of Macedonia, DCAF successfully lobbied for the adoption of legislation to address domestic violence, specifically amendments to the Criminal Code and the Law on Family

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<sup>40</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

<sup>41</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

that made domestic violence a criminal offense. The Centre also provided input to the development of Switzerland's National Action Plan for the implementation of the UN Security Council Resolution 1325 on Women, Peace and Security.

### **Sexual violence against women in armed conflict**

Information about sexual violence perpetrated during armed conflict is scarce, scattered and selective. The report *Sexual Violence in Armed Conflict: Global Overview and Implications for the Security Sector*<sup>42</sup> published by DCAF in October 2007, is the first volume of its kind to document the horrifying scope and magnitude of conflict-related sexual violence in some 50 countries in Africa, the Americas, Asia, Europe and the Middle East that have experienced armed conflict over the past 20 years. It identifies strategies for security sector and justice actors – in particular peacekeepers, police and the judiciary – to prevent and respond to sexual violence in conflict and post-conflict environments.

The Report *Sexual Violence in Armed Conflict* was launched at the United Nations Headquarters in New York in October 2007. It was further introduced to the EU, NATO and NATO Parliamentary Assembly community in Brussels, and presented in Geneva at an event on 10 December marking Human Rights Day and the opening of the Human Rights Council's session. In 2007 some 1,500 copies of the report were distributed.

### **Integrating gender into Security Sector Reform**

Despite the mandate provided by UN Security Council Resolution 1325 for increased female participation and gender mainstreaming within the area of peace and security, the field of security sector reform has remained largely blind to issues of gender. DCAF began remedying the extreme deficiency in research tools and training materials on the subject in 2006, and this process continued throughout 2007 with the

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<sup>42</sup> Available at [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

development of a *Gender and Security Sector Reform Toolkit*.<sup>43</sup> Intended for SSR practitioners, security policy-makers, parliamentarians and civil society organisations, this collection of practical information and good practice examples on gender and SSR sets out why gender is important to security sector reform processes; presents practical strategies to integrate gender into SSR; provides new practical material from which to develop training on gender issues; lists international laws and standards on gender relevant to SSR.

Designed together with the United Nations International Research and Training Institute for the Advancement of Women and with the OSCE Office for Democratic Institutions and Human Rights, with funding from the Norwegian government, the Toolkit will be published in early 2008. It will be introduced to the wider security community during the year, and tested and implemented with local partners in different parts of the world.

### **Child protection and Security Sector Reform**

In 2007 DCAF gave greater emphasis to the role of the security sector in protecting children in conflict.

At the request of the Special Representative of the UN Secretary-General for Children and Armed Conflict, DCAF contributed to the 10-Year Strategic Review of Graça Machel's landmark report on *The Impact of Armed Conflict on Children*. DCAF's discussion paper, entitled *Children's Security in Post-conflict Peacebuilding*<sup>44</sup>, links child protection imperatives to security sector reform in the context of post-conflict peacebuilding and recovery. It argues that states' existing human rights obligations already provide an effective framework for delivering human security, including security of children. Better recognition and therefore increased focus on the specific security issues affecting children can best be achieved through strengthening, rather

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<sup>43</sup> Available at [www.dcaf.ch/gssrtoolkit](http://www.dcaf.ch/gssrtoolkit)

<sup>44</sup> Available at [www.dcaf.ch/children-security](http://www.dcaf.ch/children-security)

than altering, the existing security governance framework, in particular through reinforcing the human rights aspect of security.

The discussion paper was launched in December 2007 at an event entitled *Investing in Children's Security* organised by DCAF Brussels ahead of Slovenian EU Presidency in 2008. One of the issues Slovenia has chosen to focus on during its Presidency is children and armed conflict. The same discussion paper provides the backbone of the book *Seen, but not Heard: Placing Children and Youth on the Security Agenda*, which is set for publication in 2008.

In other developments, DCAF held discussions with the United Nations Children's Fund (UNICEF) and the UNDP on rule of law and early recovery issues affecting children, with a proposal put forward to develop an inter-agency working group on the issue. DCAF continued to participate as an observer in the NGO sub-group on Children Affected by Armed Conflict and Displacement. And, having contributed constructively to the review of the Cape Town Principles and Best Practices on the Recruitment of Children into the Armed Forces (1997), and development of the Paris Principles and Guidelines on Children Associated with Armed Forces or Armed Groups (2007), DCAF participated in the Ministerial level conference *Free Children from War*, held in Paris in February 2007 and attended by 58 governments.

## **Privatisation of Security**

The downsizing of regular armed forces in the aftermath of the Cold War and the emergence of many new conflicts in the 1990s increased demand for professional military manpower and expertise. These gaps have increasingly been filled through various forms of alternative service delivery, in particular through outsourcing to private military and security companies (PMSCs).

In 2006 the Swiss Department of Foreign Affairs and the International Committee of the Red Cross joined forces in an initiative which seeks to identify good practices and regulatory options for states engaging PMSCs, and to clarify and reaffirm obligations to uphold international humanitarian law and human rights when PMSCs are used.

In the context of the 'Swiss initiative', DCAF organised two expert consultations aimed at producing recommendations for a restatement of international obligations and best practices on the use of private military and security companies. The first, in November, focused on measures that could be taken by states on whose territory international PMSCs conduct operations, including the establishment of licensing systems and how to exercise jurisdiction and ensure such companies do not enjoy impunity from the law. The second consultation, in December, focused on states in which PMSCs are incorporated or based.

Under a related mandate from the Swiss Department of Foreign Affairs, DCAF developed the Private Security Regulation Website ([www.privatesecurityregulation.net](http://www.privatesecurityregulation.net)), which functions as a clearinghouse for existing national and international legal frameworks, including both 'soft' and 'hard' law, and maps current regulatory initiatives by international organisations, governments and NGOs.

During the year DCAF also completed a mandate on behalf of the Swiss Federal Office of Justice to conduct an exploratory study on *The Activities of Private Security Companies in Zones of Risk and Conflict*. The study documents and assesses Swiss-based military and security service providers operating in crisis and conflict regions, and analyses various national approaches to regulating PMSCs.

Finally, based on the study *Regulating Private Security in Europe* carried out for the Council of Europe in 2006, DCAF published a Policy Paper on *Regulating Private Security in Europe: Status and Prospects*.<sup>45</sup>

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<sup>45</sup> Available at [www.dcaf.ch/policypapers](http://www.dcaf.ch/policypapers)

## **Regional Offices**

Together with DCAF's head office in Geneva, the Centre's regional offices in Brussels, Ljubljana and Ramallah played a crucial role in the design and implementation of the Centre's regional programmes throughout 2007. Regional offices have proven a useful and cost-efficient way of providing stability to DCAF's presence on the ground, raising the Centre's profile, serving its programmes and fostering relations with key regional partners.

Apart from the fact that regional offices give DCAF's activities the necessary continuity, permanence and stability, they also respond to the Centre's policy to move, where possible, from a set of ad hoc projects to fully integrated longer-term programmes.

The Centre introduced the concept of regional offices early in its history, allowing senior or seconded staff members to work from their home countries, or relocating them in accordance with DCAF operational needs. Indeed, it made a great deal of sense not to concentrate all operational staff in Geneva, far away from the countries where SSR was most needed.

A new step was taken in September 2005 with the establishment of *DCAF Brussels* as an independent entity under Belgian law. DCAF Brussels highlighted DCAF's determination to raise the Centre's profile and offer its services to the European Union and wider Brussels community. This step proved both efficient – significantly heightening DCAF's visibility in Brussels – and cost-effective.

Also in 2005, a DCAF office in Ramallah was established to support DCAF's Middle East and North Africa programme, in particular the Centre's activities in the Palestinian territories.

### *Special Issues in 2007*

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In late 2007 in close cooperation and with the generous support of the Slovenian Ministry of the Interior, a fully-fledged organisation with its own legal identity was created in Ljubljana, Slovenia. Modelled on DCAF Brussels, *DCAF Ljubljana* will serve as a hub for DCAF's regional programme in South-Eastern Europe.

The policy of establishing a network of regional offices was formally endorsed by the DCAF Foundation Council in DCAF's *Strategy Paper 2008-2011* adopted in November 2007.

In the medium term DCAF intends to continue down this road. The Centre is currently negotiating with the Lebanese government the establishment of a regional office in Beirut. Other regional offices may follow, with the African continent being of particular interest to DCAF operational needs.

## Annexes

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## DCAF Foundation Council

The Foundation Council is the supreme body of the DCAF Foundation. In 2007 it comprised **50 Member States** (including the canton of Geneva). The Council is presided over by Christophe Keckeis (Switzerland). Hon. Adolf Ogi, former Federal Counsellor and President of the Swiss Confederation, is Honorary President.

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 1 March 2008.

	Albania (2000)	Ambassador Mehmet <b>Elezi</b> Ambassador to Switzerland
	Armenia (2002)	Ambassador Zohrab <b>Mnatsakanian</b> Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Austria (2000)	Major General Johann <b>Pucher</b> Director for Security Policy, Ministry of Defence
	Azerbaijan (2002)	Ambassador Araz <b>Azimov</b> Deputy Minister of Foreign Affairs
	Belarus (2002)	Ambassador Sergei <b>Aleinik</b> Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Belgium (2004)	Rear Admiral Jacques <b>Rosiers, Jr.</b> Deputy Assistant Chief of Staff for Strategic Affairs, Defence Staff
	Bosnia and Herzegovina (2001)	Ambassador Jadranka <b>Kalmeta</b> Permanent Representative to the United Nations Office at Geneva

## Annex

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	Bulgaria (2000)	Ambassador Petko <b>Draganov</b> Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Canada (2003)	Ambassador Marius <b>Grinius</b> Permanent Representative to the Conference on Disarmament
	Cote d'Ivoire (2001)	Mr. Gahié Bertin <b>Kadet</b> Special Advisor on Defence, Security and Military Procurement, Office of the President
	Croatia (2001)	Mr. Branko <b>Sočanac</b> Chargé d'affaires a. i., Permanent Mission to the United Nations Office and other International Organisations at Geneva
	Czech Republic (2000)	Ambassador Tomáš <b>Husák</b> Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Denmark (2002)	Mr. Peter C. <b>Alexa</b> Head of Department of Security Cooperation and International Law, Ministry of Defence
	Estonia (2000)	Mr. Lauri <b>Almann</b> Permanent Undersecretary for Defence Policy, Ministry of Defence
	Finland (2000)	Ambassador Kari <b>Kahiluoto</b> Permanent Representative to the Conference on Disarmament
	France (2000)	Ambassador Jean-François <b>Dobelle</b> Permanent Representative to the Conference on Disarmament
	Geneva (Canton) (2000)	Mr. Jean <b>Freymond</b> Director, Geneva Dialogues
	Georgia (2001)	Mr. Irakli <b>Khutsurauli</b> Consellor, Ministry of Foreign Affairs

	Germany (2000)	Major General Manfred <b>Lange</b> Assistant Chief of Armed Forces Staff (Politico-Military Affairs and Arms Control), Ministry of Defence
	Greece (2002)	Ambassador Alexandros <b>Philon</b> Head of the Centre for Analysis and Planning, Ministry of Foreign Affairs
	Hungary (2000)	Mr. József <b>Bali</b> Deputy State Secretary for Defence Policy, Ministry of Defence
	Indonesia (2007)	Ambassador Makarim <b>Wibisono</b> Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Ireland (2000)	Ambassador Dáithí <b>O'Ceallaigh</b> Permanent Representative to the United Nations Office and Specialised Institutions in Geneva
	Italy (2001)	Ambassador Lucia <b>Fiori</b> Permanent Representative to the Conference on Disarmament
	Latvia (2000)	Mr. Janis <b>Karlsbergs</b> Representative of the Ministry of Defence to NATO and the EU
	Lebanon (2007)	Brigadier General Walid <b>Salman</b> Lebanese Armed Forces
	Liechtenstein (2006)	Ambassador Norbert <b>Frick</b> Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Lithuania (2000)	Dr. Renatas <b>Norkus</b> Undersecretary for Policy and International Relations, Ministry of National Defence
	Luxembourg (2003)	Ambassador Gérard <b>Philipps</b> Ambassador to Switzerland

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	Republic of Macedonia (2000)	Ambassador Tihomir <b>Ilievski</b> Ministry of Foreign Affairs
	Malta (2008)	Ambassador Victor <b>Camilleri</b> Permanent Representative to the United Nations Office and Specialized Institutions in Geneva
	Moldova (2002)	Mr. Victor <b>Moraru</b> Chargé d'affaires a. i., Permanent Mission to the United Nations Office and Specialised Institutions in Geneva
	Montenegro (2006)	Ambassador Milorad <b>Šćepanović</b> Deputy Minister of Foreign Affairs
	Netherlands (2001)	Ambassador Johannes <b>Landman</b> Permanent Representative to the Conference on Disarmament
	Nigeria (2000)	Ambassador Martin <b>Uhomoibhi</b> Ambassador to Switzerland
	Norway (2002)	Ambassador Bente <b>Angell-Hansen</b> Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Poland (2000)	Dr. Robert <b>Kupiecki</b> Director of the Security Policy Department, Ministry of Foreign Affairs
	Portugal (2003)	Ambassador José Caetano da <b>Costa Pereira</b> Permanent Representative to the United Nations Office and other International Organisations at Geneva
	Romania (2000)	Ambassador Doru-Romulus <b>Costea</b> Permanent Representative to the United Nations Office and Specialised Institutions in Switzerland
	Russian Federation (2000)	Lieutenant General Gennady <b>Zolotukhin</b> Chief of the Legal Service of the Armed Forces, Ministry of Defence

	Serbia (2001)	Ambassador Predrag <b>Simić</b> Ambassador to France
	Slovak Republic (2000)	Ambassador Anton <b>Pinter</b> Permanent Representative to the United Nations Office and other International Organisations at Geneva
	Slovenia (2001)	Mag. Zvonko <b>Zinrajh</b> State Secretary, Ministry of the Interior
	South Africa (2001)	Mr. Tsepe <b>Motumi</b> Chief of Policy and Planning, Deputy Director-General, Department of Defence
	Spain (2001)	Brigadier General Jose J. <b>Muñoz Castresana</b> Under Director of Cooperation and Civil Defence, Ministry of Defence
	Sweden (2001)	Ambassador Hans <b>Dahlgren</b> Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Switzerland (2000)	Mr. Christophe <b>Keckeis</b> President of DCAF's Foundation Council
	Switzerland (2000)	Dr. Markus <b>Seiler</b> Secretary-General, Federal Department of Defence, Civil Protection and Sports
	Switzerland (2000)	Ambassador Jürg <b>Streuli</b> Permanent Representative to the Conference on Disarmament
	Turkey (2003)	Ambassador Tomur <b>Bayer</b> Director-General of International Security Affairs, Ministry of Foreign Affairs
	Ukraine (2000)	Ambassador Yevhen <b>Bersheda</b> Permanent Representative to the Conference on Disarmament

## Annex

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	United Kingdom (2000)	Mr. Mark <b>White</b> Security Sector Reform Adviser, Department for International Development
	United States (2000)	Colonel Dorothea <b>Cypher-Erickson</b> Army and Defense Attaché
	International Organisation of la Francophonie (observer)	Ambassador Libère <b>Bararunyeretse</b> Permanent Observer, Permanent Delegation of the International Organisation of la Francophonie (OIF) to the United Nations Office at 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 <b>Keckeis</b> President of DCAF's Foundation Council
	Treasurer	Ambassador Jürg <b>Streuli</b> Permanent Representative of the Swiss Confederation to the Conference on Disarmament
	Secretary	Dr. Markus <b>Seiler</b> Secretary-General, Swiss Federal Department of Defence, Civil Protection and Sports
	Member	Mr. Mark <b>White</b> Security Sector Reform Adviser, UK Department for International Development
	Member	Ambassador Yevhen <b>Bersheda</b> Permanent Representative of Ukraine to the Conference on Disarmament

## DCAF 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 Advisory Board Members is given as of 1 March 2008.

Pierre <b>Aeppli</b>	Lecturer, University of Lausanne; former Chief of Cantonal Police (canton Vaud, Switzerland); former Chairman of the Conference of Swiss Cantonal Police Commanders
Alexey <b>Arbatov</b>	Corresponding Member of the Russian Academy of Sciences; Director of the Center for International Security at the Institute for World Economy and International Relations;
Bernardo <b>Arévalo de León</b>	Director of the UNDP / Interpeace Joint Program Unit for Participatory Strategies for Peacebuilding and Development
Alyson <b>Bailes</b>	Visiting Professor, Department of Political Science, University of Iceland, Reykjavik
Nicole <b>Ball</b>	Senior Fellow, Center for International Policy, Washington DC
Peter <b>Batchelor</b>	Chief of Conflict Prevention and Recovery Team, UNDP Bureau for Crisis Prevention and Recovery, Geneva
Sergey <b>Batsanov</b>	Director, Pugwash Conferences on Science and World Affairs, Geneva
Carl <b>Bildt</b>	* Membership on the Advisory Board suspended during tenure as Minister of Foreign Affairs of Sweden
Vlado <b>Bučkovski</b>	Member of Parliament; former Prime Minister of the Republic of Macedonia

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Erhard <b>Busek</b>	Chairman, Institute for the Danube Region and Central Europe, Vienna
Christian <b>Catrina</b>	Deputy Head, Directorate for Security and Defence Policy, Swiss Federal Department of Defence, Civil Protection and Sports
Umit <b>Cizre</b>	Professor, Department of Political Science, Bilkent University, Ankara
Anthony <b>Cordesman</b>	Arleigh A. Burke Chair in Strategy, Center for Strategic and International Studies, Washington DC
Peter <b>Croll</b>	Director, Bonn International Center for Conversion
Erwin <b>Dahinden</b>	Head of Multilateral Treaties and Armed Forces International Relations, Swiss Federal Department of Defence, Civil Protection and Sports
Jean-Jacques <b>de Dardel</b>	Swiss Ambassador to Belgium and NATO
Álvaro <b>de Vasconcelos</b>	Director of the European Union Institute for Security Studies, Paris
Elisabeth <b>Decrey Warner</b>	Executive President, Geneva Call
Jayantha <b>Dhanapala</b>	Senior Adviser to the President of Sri Lanka; former United Nations Under-Secretary-General for Disarmament Affairs
Chris <b>Donnelly</b>	Senior Fellow, Defence Academy of the United Kingdom, Shrivenham
Jonah <b>Elaigwu</b>	President, Institute of Governance and Social Research, Jos, Nigeria
Michael <b>Emerson</b>	Senior Research Fellow, Centre for European Policy Studies, Brussels
Pieter <b>Feith</b>	Deputy Director-General for Political and Military Affairs, Council of the European Union

Hans-Peter <b>Furrer</b>	Former Director-General of Political Affairs of the Council of Europe
Nicole <b>Gnesotto</b>	Former Director of the European Union Institute for Security Studies, Paris
Miroslav <b>Hadžić</b>	President, Centre for Civil-Military Relations; Professor, Faculty of Political Science, University of Belgrade
Karl <b>Haltiner</b>	Professor of Military Sociology, Military Academy at the Swiss Federal Institute of Technology, Au-Zurich
Aleya <b>Hammad</b>	Secretary-General, Women Defending Peace, Geneva
François <b>Heisbourg</b>	Special Advisor, Foundation for Strategic Research, Paris; Chairman, International Institute for Strategic Studies, London
Eboe <b>Hutchful</b>	Executive Director, African Security Dialogue and Research, Accra
Paul <b>Jackson</b>	Director of the Global Facilitation Network for Security Sector Reform and Head of International Development Department, University of Birmingham, UK
Pauli <b>Järvenpää</b>	Director-General, Department of Defence Policy, Finnish Ministry of Defence
Ljubica <b>Jelusic</b>	Professor, Faculty of Social Sciences, University of Ljubljana
Søren <b>Jessen-Petersen</b>	Former Head of the United Nations Interim Administration Mission in Kosovo
Mukesh <b>Kapila</b>	Director of Emergency Response and Operations, Department for Health Action in Crises, World Health Organisation
Andrzej <b>Karkoszka</b>	Former Director of Strategic Defence Review, Ministry of National Defence of Poland

## Annex

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George <b>Katsirdakis</b>	Deputy Director, Defence Partnership and Cooperation Directorate, NATO
Catherine <b>Kelleher</b>	Senior Fellow, The Watson Institute, Brown University, Rhode Island
Ģirts Valdis <b>Kristovskis</b>	Vice-Chairman of the Committee on Security and Defence, European Parliament; former Minister of Defence of Latvia
Sonja <b>Licht</b>	President, Belgrade Fund for Political Excellence
John <b>Maresca</b>	Rector, University for Peace
Michael <b>Matthiessen</b>	Personal Representative of the Secretary-General/ High Representative for Parliamentary Affairs, Council of the European Union
Salim <b>Nasr</b>	Senior Advisor, UNDP Programme on Governance in the Arab Region, Beirut
Klaus <b>Naumann</b>	Former Bundeswehr's Generalinspekteur; former Chairman of the NATO Military Committee
Boubacar <b>N'Diaye</b>	Professor, Political Science Department, College of Wooster
Karlis <b>Neretnieks</b>	Researcher and former Rector, Swedish National Defence College; former Advisor on Security Sector Reform, Swedish Ministry of Defence
Michael <b>Noone</b>	Professor of Law, Catholic University of America, Washington DC
Renatas <b>Norkus</b>	Undersecretary for Policy and International Relations, Ministry of National Defence of Lithuania
Jaromír <b>Novotný</b>	Ambassador of the Czech Republic to Japan
'Funmi <b>Olonisakin</b>	Director of the Conflict, Security and Development Group, International Policy Institute, King's College, London

Sergei <b>Ordzhonikidze</b>	Under-Secretary-General, Director-General, United Nations Office at Geneva
Ioan Mircea <b>Paşcu</b>	Member of the European Parliament, former Minister of National Defence of Romania
Wolfgang <b>Petritsch</b>	Permanent Representative of Austria to the Organisation for Economic Co-operation and Development
Johann <b>Pucher</b>	Director for Security Policy, Austrian Ministry of Defence
Žarko <b>Puhovski</b>	Professor, University of Zagreb; Scientific Director, European Peace University, Stadtschlaining, Austria; Chairperson, Helsinki Committee For Human Rights – Croatia
Tomas <b>Ries</b>	Director, Institute for International Affairs, Stockholm
Sergey <b>Rogov</b>	Director, Institute of USA and Canada, Russian Academy of Sciences, Moscow
Adam Daniel <b>Rotfeld</b>	Polish Institute of International Affairs; former Minister of Foreign Affairs of Poland;
Abdulaziz <b>Sager</b>	Chairman, Gulf Research Center, Dubai
Herbert <b>Salber</b>	Director, Conflict Prevention Centre of the OSCE
Stefano <b>Sannino</b>	Diplomatic Advisor to the Italian Prime Minister
Velizar <b>Shalamanov</b>	Chairman, George C. Marshall Association – Bulgaria
Jeffrey <b>Simon</b>	Senior Fellow, Institute for National Strategic Studies, National Defence University, Washington DC
Walter <b>Slocombe</b>	Partner, Caplin Drysdale, Chartered, Washington DC; former Under Secretary of Defense for Policy, US Department of Defense

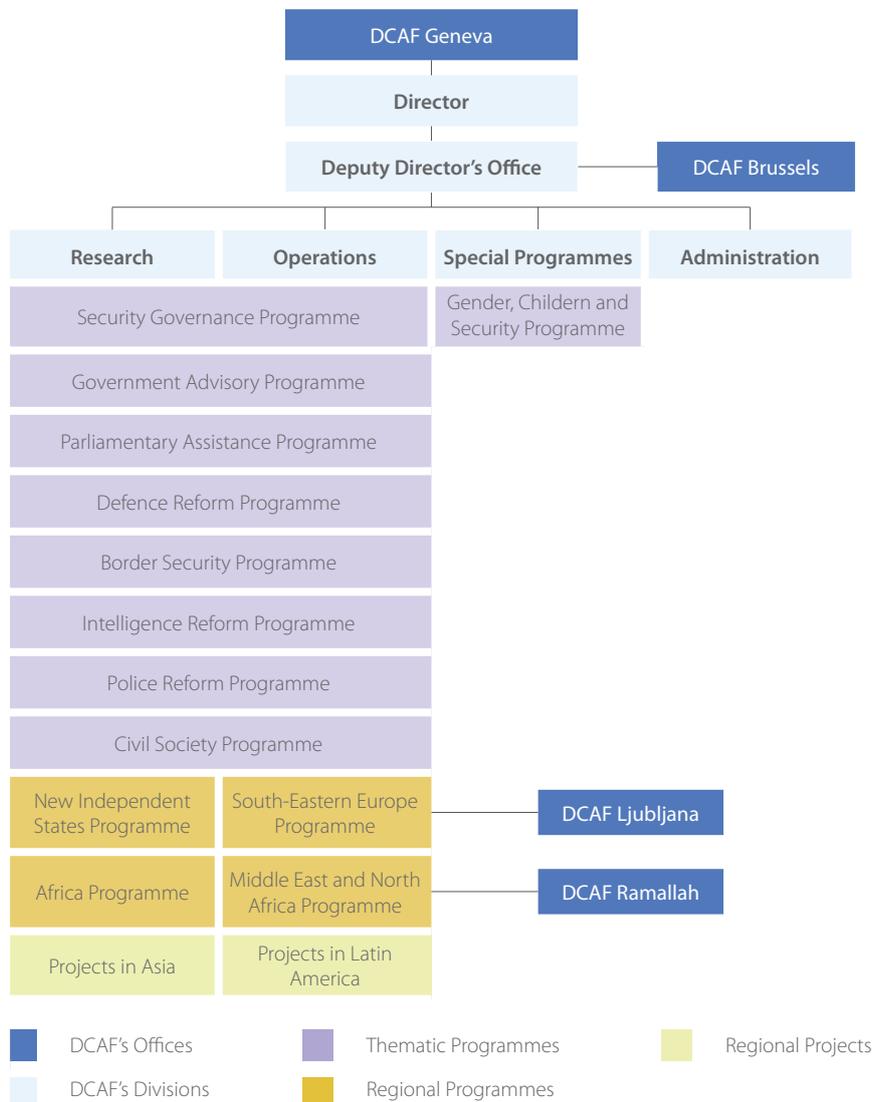
## Annex

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Fred <b>Tanner</b>	Director, Geneva Centre for Security Policy
James <b>Thomson</b>	President and Chief Executive Officer, RAND
Willem <b>van Eekelen</b>	Member of the Netherlands Advisory Committee on European Integration; former Minister of Defence of the Netherlands, former Secretary General of the Western European Union
Alfred <b>van Staden</b>	Chairman, Netherlands' Society for International Affairs; Professor of International Relations, Leiden University
Pieter <b>Verbeek</b>	Former Director of the Working Table III (Security, Defence, Justice and Home Affairs), Stability Pact for South Eastern Europe
Nancy <b>Walker</b>	President, AfricaNet, Washington DC
Jusuf <b>Wanandi</b>	Member of the Board of Directors, Senior Fellow, Centre for Strategic and International Studies, Jakarta
Daniel <b>Warner</b>	Deputy to the Director, Graduate Institute of International and Development Studies, Geneva
Bruce <b>Weinrod</b>	*Membership on Advisory Board currently suspended during tenure as Defense Advisor to the US Mission NATO and Secretary of Defense Representative, Europe
Andreas <b>Wenger</b>	Director, Centre for Security Studies and Conflict Research, Swiss Federal Institute of Technology, Zurich
Andrei <b>Zagorski</b>	Associate Professor, Moscow State Institute for International Relations

## DCAF Organisation Chart

DCAF's divisions are Research, Operations, Special Programmes and Administration. The Centre divides its activities into nine thematic areas and four regional programmes. DCAF's head office is located in Geneva, Switzerland. The Centre also has permanent regional offices in Brussels, Ljubljana and Ramallah.



## DCAF Staff

DCAF staff in 2007 numbered over **80 employees from 27 countries**. A list of the nationalities of permanent staff, as well as a list of States which provided DCAF with seconded personnel in 2007 can be found below.

### Permanent Staff in 2007

 Australia	2	 New Zealand	1
 Austria	1	 Nigeria	1
 Bosnia and Herzegovina	1	 Palestine	3
 Bulgaria	2	 Poland	1
 Canada	6	 Romania	3
 Denmark	1	 Russian Federation	1
 Estonia	1	 Serbia	1
 France	5	 Slovenia	3
 Germany	4	 Spain	1
 Hungary	2	 Sweden	2
 Ireland	1	 Switzerland	21
 Italy	2	 United Kingdom	10
 Republic of Macedonia	1	 United States	3
 Netherlands	2		

### Seconded Personnel in 2007

 Canada	1	 Romania	1
 France	1	 Spain	1
 Republic of Macedonia	1	 Switzerland	1

## DCAF Accounts and Donors

DCAF's budget in 2007 reached **20 million Swiss francs**. While the Swiss government remains the main contributor to DCAF's budget, the share of funding provided by other governments, especially as regards project funding, continues to grow. Detailed information on income and expenditure items, as well as a list of DCAF's donor governments in 2007 can be found below. All figures are given in Swiss francs.

Overall Contributions to DCAF	2007
<b>Switzerland</b>	
DDPS* core funding	6,580,000
DFA** core funding	3,981,000
DDPS project-related funding	760,046
DFA project-related funding	726,360
DDPS PFP-related funding	360,000
<b>Total Cash Contributions (Switzerland)</b>	<b>12,407,406</b>
DDPS seconded personnel	250,000
DDPS IT support	145,000
DDPS logistical support	75,000
DFA logistical support	10,000
<b>Total In-kind Contributions (Switzerland)</b>	<b>335,000</b>
<b>Other countries</b>	
Core funding	891,778
Project-related funding	2,690,435
<b>Total Cash Contributions (Other countries)</b>	<b>3,582,213</b>
Seconded personnel	940,000
Joint project contributions	330,000
Local logistical support	620,000
<b>Total In-kind Contributions (Other countries)</b>	<b>1,890,000</b>

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\* Swiss Federal Department of Defence, Civil Protection and Sport

\*\* Swiss Federal Department of Foreign Affairs

## Annex

### Other Revenue

Transitory accounts	1,136,262
Foundation capital	50,000
Interests, fees, royalties, insurance	108,493
Special reserves	610,000
<b>Total Other Revenue</b>	<b>1,904,755</b>

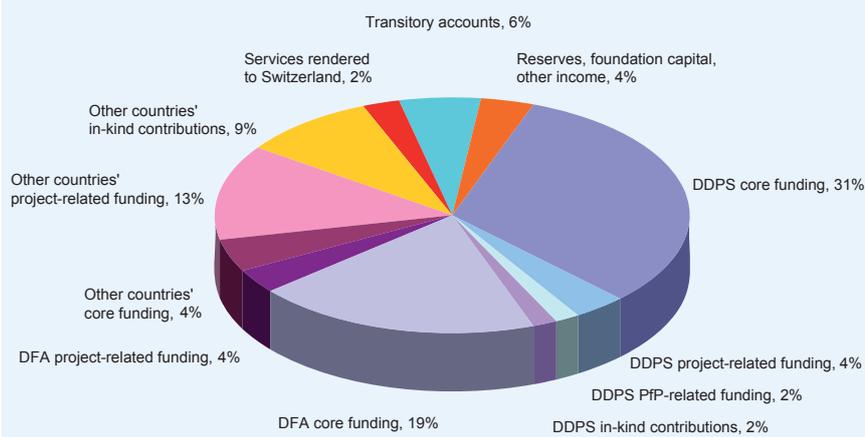
**Total Contributions to DCAF** 20,119,374

### Services Rendered to Switzerland

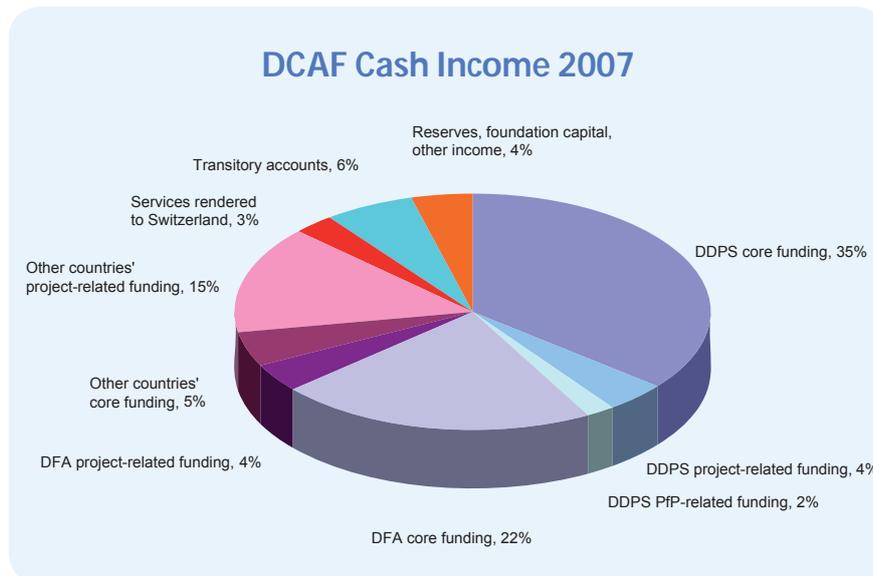
President Ogi's Office	392,498
Avenue Blanc offices	114,982
<b>Total Services Rendered to Switzerland</b>	<b>507,480</b>

**Grand Total** SFr. 20,626,854

### Overall Contributions to DCAF in 2007

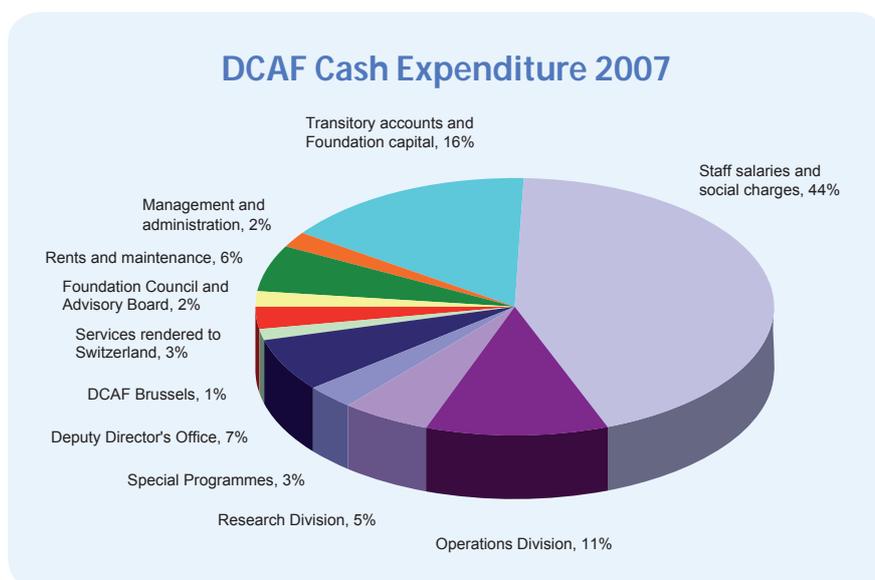


<b>Cash Income</b>	<u><b>2007</b></u>
Swiss DDPS core funding	6,580,000
Swiss DFA core funding	3,981,000
Other countries' core funding	891,778
Swiss DDPS project-related funding	760,046
Swiss DFA project-related funding	726,360
Swiss DDPS PfP-related funding	360,000
Other countries' project-related funding	2,690,435
Transitory accounts	1,136,262
Special reserves and Foundation capital	660,000
Other income	108,493
<b>Total Cash Income</b>	<b><u><u>17,894,374</u></u></b>
 <b><u>Services Rendered to Switzerland</u></b>	
President Ogi's Office	392,498
Avenue Blanc offices	114,982
<b>Total Services Rendered to Switzerland</b>	<b><u><u>507,480</u></u></b>
 <b>Grand Total</b>	 <b><u><u>SFr. 18,401,854</u></u></b>



## Annex

<b>Cash Expenditure</b>	<b>2007</b>
Operations Division	2,073,268
Research Division	999,178
Special Programmes	570,224
Deputy Director's Office	1,187,220
DCAF Brussels	265,851
<b>Total Expenditure Divisions</b>	<b>5,095,741</b>
Staff salaries	6,901,334
Social charges (Employers part)	959,610
Other staff expenditure (hiring, relocating, training, indemnities, etc.)	80,481
<b>Total Expenditure Staff</b>	<b>7,941,425</b>
Rents and maintenance	1,062,380
Management and administration	359,595
Foundation Council and International Advisory Board	330,802
Foundation capital	50,000
Transitory accounts	2,858,927
<b>Total Cash Expenditure</b>	<b>17,698,870</b>



*DCAF Accounts and Donors*

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**Services Rendered to Switzerland**

President Ogi's Office	392,489
Avenue Blanc offices	114,982
<b>Total Services Rendered to Switzerland</b>	<b><u>507,480</u></b>

**Grand Total** **SFr. 18,206,350**

Special reserves **SFr. 590,000**

## DCAF's Donor Governments in 2007

		Core funding	Project-related funding	Seconded personnel
	Canada		•	•
	Estonia	•	•	
	Finland	•		
	France		•	•
	Germany		•	
	Liechtenstein	•		
	Lithuania		•	
	Latvia		•	
	Republic of Macedonia			•
	Montenegro	•		
	Netherlands		•	
	Norway		•	
	Romania		•	•
	Slovakia		•	
	Spain		•	•
	Sweden	•	•	
	Switzerland	•	•	•
	United States		•	

## DCAF Publications

DCAF has published 350 titles (books and papers) since 2000, some 30 of them in 2007. Most are in English and can be downloaded free of charge as PDF files from the DCAF website at [www.dcaf.ch/publications](http://www.dcaf.ch/publications). Printed and bound copies of some publications can also be obtained from our website or from the websites of commercial publishers or internet retail bookshops. The most recent titles published by DCAF (or in association with DCAF) are listed below.

### Forthcoming in 2008



#### **Challenges of Security Sector Governance in West Africa**

Alan Bryden, Boubacar N'Diaye and 'Funmi Olonisakin (eds.)  
available from [www.lit-verlag.ch](http://www.lit-verlag.ch)



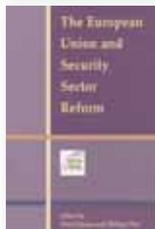
#### **Gender and Security Sector Reform (Toolkit)**

DCAF, OSCE/ODIHR, UN-INSTRAW  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



#### **Security Sector Reform and UN Integrated Missions: Experience from Burundi, the Democratic Republic of Congo, Haiti and Kosovo**

Heiner Hänggi and Vincenza Scherrer (eds.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



#### **The European Union and Security Sector Reform**

David Spence and Philipp Fluri (eds.)  
available from [www.johnharperpublishing.co.uk](http://www.johnharperpublishing.co.uk)

Published in 2007



**Sexual Violence in Armed Conflict. Global Overview and Implications for the Security Sector**

Megan Bastick, Karin Grimm and Rahel Kunz (eds.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Border Management Reform in Transition Democracies**

Aditya Batara G. and Beni Sukadis (eds.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Democratic Control of Intelligence Services: Containing Rogue Elephants**

Hans Born and Marina Caparini (eds.)  
available from [www.ashgate.com](http://www.ashgate.com)



**Democratic Oversight and Reform of the Security Sector in Turkey. 2005/2006 Status Report**

Ümit Cizre (ed.)  
available from [www.lit-verlag.ch](http://www.lit-verlag.ch)



**Defence and Security Sector Institution Building in the Post-Soviet Central Asian States**

Eden Cole and Philipp Fluri (eds.)  
available from [www.dcaf.ch/publications](http://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.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Defence Cooperation between NATO and its Partners:  
Visions of the Future**

John Colston and Philipp Fluri (eds.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Security Sector Reform in Post-Conflict Peacebuilding:  
A Closer Partnership between the United Nations and  
Regional Organisations**

DCAF and United Nations Office at Geneva  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Women in an Insecure World. Resource Package (DVD)**

DCAF  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Security Sector Reform in South East Europe -  
from a Necessary Remedy to a Global Concept**

Anja Ebnöther, Ernst Felberbauer and Mladen Stančić (eds.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Readings in European Security. Volume 4**

Michael Emerson (ed.)  
available from [www.ceps.eu](http://www.ceps.eu)



**Partnership Action Plan for Defence Institution Building: Country Profiles and Needs Assessments for Armenia, Azerbaijan, Georgia and Moldova**

Philipp Fluri and Hari Bucur-Marcu (eds.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Security Sector Reform in the New Partnership for Peace Members: Bosnia and Herzegovina, Montenegro, Serbia**

Philipp Fluri and George Katsirdakis (eds.),  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Entry-Points to Palestinian Security Sector Reform**

Roland Friedrich and Arnold Luethold (eds.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Democratic Governance of the Security Sector Beyond the OSCE Area. Regional Approaches in Africa and the Americas**

Victor-Yves Ghebali and Alexandre Lambert (eds.)  
available from [www.lit-verlag.ch](http://www.lit-verlag.ch)



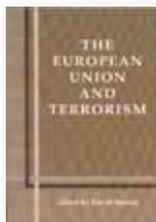
**Perspectives on Ukrainian Security Sector Reform**  
Vladimir Horbulin, Sergey Pirozhkov and Philipp Fluri (eds.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**Intergovernmental Organisations and Security Sector Reform**  
David Law (ed.)  
available from [www.lit-verlag.ch](http://www.lit-verlag.ch) and  
[www.dcaf.ch/yearbooks](http://www.dcaf.ch/yearbooks)



**NATO, EU and the Challenge of Defence and Security Sector Reform**  
Walter B. Slocombe  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)



**The European Union and Terrorism**  
David Spence (ed.)  
available from [www.johnharperpublishing.co.uk](http://www.johnharperpublishing.co.uk)



**Almanac on Indonesian Security Sector Reform 2007**  
Beni Sukadis (ed.)  
available from [www.dcaf.ch/publications](http://www.dcaf.ch/publications)

## DCAF Yearly Books

Every year DCAF selects a topic for intensive research. As of 2008, five books in the series have been published. The 2007 DCAF yearbook *Intergovernmental Organisations and Security Sector Reform* offers a comprehensive review of the main intergovernmental organisations that have been at the forefront of SSR activity or that have the potential for developing their SSR agendas in the future. This includes: OECD, EU, UN, NATO, OSCE, Council of Europe, ECOWAS, World Bank and IMF.

All books in the DCAF Yearbooks Books series can be downloaded free of charge from the DCAF website at [www.dcaf.ch/yearbooks](http://www.dcaf.ch/yearbooks). Printed and bound copies can be purchased from the publisher at [www.lit-verlag.ch](http://www.lit-verlag.ch).



### **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 that provide examples, best practices, norms and standards as well as guidelines and checklists. Language versions published in 2007 are highlighted.



### **Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel**

Hans Born and Ian Leigh  
DCAF and OSCE/ODIHR, 2008  
(Available in English)

available from [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)



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

Hans Born and Ian Leigh  
Publishing House of the Parliament of Norway, 2005  
(Available in Albanian, Arabic, Bulgarian, Croatian, **Dari**, English, Georgian, Indonesian (Bahasa), Macedonian, Russian, Serbian, Spanish and Ukrainian)

available from [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)



### **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), Kazakh, Kyrgyz, Latvian, Macedonian, Mongolian, **Nepali**, Polish, Portuguese, Romanian, Russian, Serbian, Slovenian, Spanish, Tetum, Turkish, Urdu and Ukrainian)

available from [www.dcaf.ch/handbooks](http://www.dcaf.ch/handbooks)

## DCAF Policy Papers



DCAF Policy Papers offer a practical, policy-oriented view of Security Sector Governance issues. Twenty-six of these papers have been published so far, 12 of them in 2007.

DCAF Policy Papers can be downloaded free of charge from the DCAF website at [www.dcaf.ch/policypapers](http://www.dcaf.ch/policypapers). Printed and bound copies can also be purchased.

- Nº 26 **Towards a Practical Human Security Agenda**  
Keith Krause, 2007
- Nº 25 **Towards a Common UN Approach to Security Sector Reform: Lessons Learned from Integrated Missions**  
Heiner Hänggi and Vincenza Scherrer, 2007
- Nº 24 **Revisiting the State Monopoly on the Legitimate Use of Force**  
Alyson Bailes, Ulrich Schneckener and Herbert Wulf, 2007
- Nº 23 **Towards a Common ECOWAS Agenda on Security Sector Reform**  
Adedeji Ebo, 2007
- Nº 22 **From Policy to Practice: the OECD's Evolving Role in Security System Reform**  
Alan Bryden, 2007
- Nº 21 **Security Sector Responses to Trafficking in Human Beings**  
Megan Bastick and Karin Grimm, 2007
- Nº 20 **Regulating Private Security in Europe: Status and Prospects**  
Hans Born, Marina Caparini and Eden Cole, 2007
- Nº 19 **Democratic Accountability of Intelligence Services**  
Hans Born and Ian Leigh, 2007
- Nº 18 **The Shifting Face of Violence**  
Alyson Bailes, Keith Krause and Theodor Winkler, 2007

- № 17 **Prime Movers, Specific Features and Challenges of Security Sector Reform in a “Guardian State”: The Case of Turkey**  
Ümit Cizre, 2007
- № 16 **Humanitarian Non-Governmental Organizations and International Private Security Companies - The “Humanitarian” Challenges of Moulding a Marketplace**  
Christopher Spearin, 2007
- № 15 **National Governance of Nuclear Weapons: Opportunities and Constraints**  
Hans Born, 2007
- № 14 **The Post-Conflict Security Sector**  
David Law, 2006
- № 13 **Global Security in Perspective: the “Comeback” of Eurasia and the Changing Role of Military Power**  
Curt Gasteyger, 2006
- № 12 **Democratic Civilian Control of Nuclear Weapons**  
Walter Slocombe, 2006
- № 11 **Shaping a Security Governance Agenda in Post-Conflict Peacebuilding**  
Alan Bryden, Timothy Donais and Heiner Hänggi, 2005
- № 10 **The OSCE Between Crisis and Reform: Towards a New Lease on Life**  
Victor-Yves Ghebali, 2005
- № 9 **Identifying Lessons in United Nations International Policing Missions**  
Eirin Mobekk, 2005
- № 8 **Security Sector Governance in West Africa: Turning Principles to Practice**  
Alan Bryden, Boubacar N'Diaye and Funmi Olonisakin, 2005
- № 7 **The Use of Force under International Auspices: Strengthening Parliamentary Accountability**  
Hans Born and Heiner Hänggi, 2005
- № 6 **Defence Reform in the Western Balkans: the Way Ahead**  
Milan Jazbec, 2005

- № 5 **Towards a Code of Conduct for Armed and Security Forces in Africa: Opportunities and Challenges**  
Adedeji Ebo, 2005
- № 4 **The Private Military Industry and Iraq: What Have We Learned and Where To Next?**  
Peter Singer, 2004
- № 3 **Making the World a More Secure Place: Combating Violence Against Women**  
Marie Vlachová and Lea BIASON, 2004
- № 2 **The Iraq War: Impact on International Security**  
Alyson Bailes, 2003
- № 1 **Iraq: Symptom, Catalyst or Cause of Friction Between Europe and America**  
István Gyarmati, 2003

## DCAF Occasional Papers



DCAF Occasional Papers are detailed, theoretical studies on core issues of Security Sector Governance. Thirteen of these papers have been published so far.

DCAF Occasional Papers can be downloaded free of charge from the DCAF website at [www.dcaf.ch/occasionalpapers](http://www.dcaf.ch/occasionalpapers). Printed and bound copies can also be purchased.

- № 13 **Transitional Justice and Security Sector Reform: Enabling Sustainable Peace**  
Eirin Mobekk, 2006
- № 12 **Parliamentary Control of Military Missions: Accounting for Pluralism**  
Wolfgang Wagner, 2006

- № 11 **Implementaion of Democratic Control of Armed Forces in the OSCE Region**  
Alexandre Lambert, 2006
- № 10 **Good Governance Beyond Borders: Creating a Multi-level Public Monopoly of Legitimate Force**  
Herbert Wulf, 2006
- № 9 **The Challenges and Opportunities of Security Sector Reform in Post-Conflict Liberia**  
Adedeji Ebo, 2005
- № 8 **War is No Child's Play: Child Soldiers from Battlefield to Playground**  
Lilian Peters, 2005
- № 7 **Restoring Policing Systems in Conflict-Torn Nations: Process, Problems, Prospects**  
Otwin Marenin, 2005
- № 6 **Privatising Security: Law, Practice and Governance of Private Military and Security Companies**  
Fred Schreier and Marina Caparini, 2005
- № 5 **Parliamentary Dimension of Defence Procurement. Requirements, Production, Cooperation and Acquisition**  
Wim van Eekelen, 2005
- № 4 **Development Donors and the Concept of Security Sector Reform**  
Michael Brzoska, 2003
- № 3 **Intelligence Practice and Democratic Oversight: a Practitioner's View**  
DCAF Intelligence Working Group, 2003
- № 2 **Democratic Control of Armed Forces: the National and International Parliamentary Dimension**  
Wim van Eekelen, 2002
- № 1 **Managing Change: The Reform and Democratic Control of the Security Sector and International Order**  
Theodor Winkler, 2002

## DCAF Backgrounders



DCAF Backgrounders provide clear and concise introductions to topics of Security Sector Governance and Reform that are of primary concern to practitioners. Nineteen topics have been addressed so far.

Backgrounders can be downloaded free of charge from the DCAF website at [www.dcaf.ch/backgrounders](http://www.dcaf.ch/backgrounders).

- **Child Soldiers**
- **Contemporary Challenges for the Intelligence Community**
- **Defence Attachés**
- **Democratic Control of Armed Forces**
- **Intelligence Services**
- **Military Ombudsman**
- **Multiethnic Armed Forces**
- **National Security Policy**
- **Parliamentary Committees on Defence and Security**
- **Parliamentary Oversight of Intelligence Services**
- **Parliamentary Oversight of Intelligence Services**
- **Parliament's Role in Defence Budgeting**
- **Parliament's Role in Defence Procurement**
- **Private Military Companies**
- **Security Sector Reform in Post-Conflict Peacebuilding**
- **Sending Troops Abroad**
- **States of Emergency**
- **Trafficking in Human Beings**
- **Vetting for the Security Sector**

## **DCAF Strategy Paper 2008-2011**

Strategy Paper 2008-2011 outlines the strategic directions of DCAF development in the next four years. The Strategy Paper is the outcome of a wide consultation and review process conducted with DCAF stakeholders in 2007. It was adopted by the DCAF Foundation Council on 29 November 2007.

### **I. The international setting for SSR / SSG**

1. The good governance of the security sector is an essential precondition for peace, stability, sustainable economic development, the rule of law, and democracy. Furthermore, an efficient security sector is a precondition for ensuring national and human security, and the ability of States to face new security threats such as organised crime, terrorism, trafficking and illegal migration.
2. Countries in transition towards democracy and countries emerging from conflict have particularly acute needs in the area of Security Sector Governance (SSG) and Security Sector Reform (SSR). As a result, SSG/SSR have become an important aspect of conflict prevention, conflict management and conflict resolution as well as an integral part of crisis management and peacebuilding missions. Over the last few years most international organisations have addressed the issue of SSG/SSR and developed, or are in the process of developing, corresponding strategies – often calling upon DCAF expertise. This trend is likely to continue.
3. While the international community is making significant strides in developing policy frameworks for SSG/SSR, there is 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 SSG/SSR strategies at the regional, national and sub-national level, and to improve coordination of effort in this field.
4. SSG and SSR – DCAF's core business – are thus among the areas of expertise that will be internationally most in demand in the years to come. DCAF is therefore well positioned for the period 2008-2011.

**II. DCAF's mission and comparative advantages**

5. 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 assists its Member States, partners and the international community at large in their efforts towards good governance and reform of the security sector by way of:
  - supporting the development, promotion, harmonisation and implementation of relevant norms, standards, rules and procedures at the international, regional, national and sub-national level;
  - systematically collecting, analysing, documenting, networking, debating and disseminating policy-relevant knowledge and expertise in the area of SSG/SSR;
  - offering upon request – either independently or together with competent partners – integrated and tailor-made practical assistance programmes on the ground in most areas of SSG and SSR.
6. DCAF, moreover, promotes the integration of a gender dimension and child protection into the SSG/SSR agenda.
7. DCAF's comparative advantages are:
  - neutrality and impartiality;
  - the combination of policy-oriented analytical work and strong operational capability;
  - 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 crossroads between an 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**

8. Since its establishment in 2000 DCAF's geographical focus has been on the Western Balkans and the Newly Independent States. These regions will remain priority areas of work for the Centre in 2008-2011.
9. Over time, DCAF's geographical range has expanded – reaching out to the Middle East and parts of Africa, Latin America and Asia.
10. 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 should be able to offer its services wherever they are required. At the same time geographical diversification must be prioritised and carried out in a gradual and careful way. Both geographical and substantive overstretch must be avoided.

#### **Substance**

11. DCAF seeks recognition as an authoritative source within the international debate on SSG/SSR and a respected partner in the implementation of SSG/SSR programmes.
12. DCAF intends to strengthen links with existing SSG/SSR processes such as those within the framework of the OECD DAC, the European Union, the United Nations, the OSCE, NATO/EAPC/PfP as well as other regional and sub-regional organisations, in order to participate in, and contribute to, the process of establishing a common set of principles and approaches to SSG/SSR.
13. DCAF seeks to strengthen its position as a forum in which donor and recipient 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.

14. Existing knowledge gaps will be closed in the period 2008-2011 either by way of further expanding DCAF's in-house expertise and capacity or through close cooperation with competent partners. In that respect, the most urgent needs are the establishment and development of international SSG/SSR assistance and assessment capability, and acquisition of expertise in the area of justice and the rule of law.
15. Expert pools at the disposal of the Centre, both international and local, will be strengthened. The DCAF International Advisory Board is a particularly valuable asset in this regard.
16. Partnerships with like-minded organisations will be strengthened. DCAF's most important partners will remain the United Nations, the European Union, the OECD DAC and the OSCE. The Centre intends to contribute also to projects within the framework of NATO/EAPC/PfP. Close cooperation will be sought with the African Union and sub-regional organisations such as the ECOWAS and the Southern African Development Community (SADC). Particular emphasis will be given to partnerships that contribute to local capacity-building, local empowerment and local ownership.
17. The establishing of sustainable, democratic local ownership of SSG/SSR processes remains indeed the key objective of DCAF's work. This requires promoting 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. There is a growing awareness of the strong linkages between post-conflict peacebuilding issues such as SSG/SSR, disarmament, demobilisation and reintegration (DDR), human rights and the rule of law. Although acknowledged, much needs to be done to operationalise these linkages. DCAF will 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.

## *Annex*

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19. 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 actors, such as private military companies and private security companies, and the role they may play in SSG/SSR processes.

### **Quality Control and Planning**

20. Quality of the Centre's work will continue to have priority over quantity. The Centre will be measured by the impact it produces within the field and on the ground. DCAF will further strengthen appropriate quality control mechanisms and planning tools, most notably the Integrated Planning Cycle (IPC). At the same time, the strategic dialogue with members and donors will be intensified with a view to providing DCAF with clear mid- and long-term perspectives.
21. A four-year organisational development plan will serve as a medium-term planning tool supplementing the present Strategy Paper.

### **Structures**

22. DCAF's current structures, based on divisions, will be gradually rendered more flexible with a view to encouraging cross-divisional cooperation and creating the ability to form tailor-made task-forces capable of responding to specific demands at short notice.
23. 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.
24. In-house training will be used to develop and sustain, in an ever more diversified team, a solid "unité de doctrine".
25. The strategy of creating regional offices, such as DCAF Brussels, DCAF Ljubljana or the DCAF office in Ramallah, has proven useful.
26. The Centre will use interactive distance-learning tools, digital media and television for training and advocacy, where appropriate. The DCAF

website [www.dcaf.ch](http://www.dcaf.ch) will continue to provide relevant and transparent information about the Centre's activities.

### **Finances**

27. A healthy financial situation of 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.
  
28. Yet, in all probability much of DCAF's financial growth will come from project funding in the future, and possibly also from international trust funds that could be established and put under the Centre's good care. This implies flexibility in responding to international demands 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. It is also a sign that the Centre is moving in the right direction.

## DCAF Website

The year 2007 saw the audience for DCAF's website [www.dcaf.ch](http://www.dcaf.ch) continue to grow. The number of visitors increased by 56 per cent, from 611,983 in 2006 to 1,045,794 in 2007, on average 93,000 visits per month.

During 2007 DCAF added to the site:

- 107 new events, of which 91 had one or more associated electronic documents;
- 34 electronic versions of DCAF publications, bringing the total to 145 publications online.

DCAF's profile with the search engines remained high. In 2007 DCAF's website was ranked in the top five hits for the key-phrase "security sector governance". Giving another entry point to DCAF publications, using sophisticated searching tools provided by Google, many electronic copies of DCAF titles have been added to Google eBook <http://books.google.com>.

2007 has seen the gradual introduction of a Content Management System (CMS) hosted by our partners at International Relations and Security Network in Zurich. About half of the web pages on the DCAF website are now created using this CMS system. All publications are now indexed by the CMS and are can be easily searched by title or author.

### Top 20 Countries of Origin by Visits 2007

Country	Total Visits
 Not Known <sup>1</sup>	773,861
 USA	120,616
 Switzerland <sup>2</sup>	30,314
 Germany	8,969
 United Kingdom	8,727
 China	8,281
 Indonesia	6,580
 Ukraine	5,736
 Uruguay	5,584
 Canada	4,867
 Belgium	3,716
 Serbia	3,713
 France	3,639
 Sweden	3,610
 Netherlands	2,847
 Austria	2,585
 South Africa	2,331
 Norway	2,104
 Romania	1,909
 Luxembourg	1,893

<sup>1</sup> For many visitors we cannot determine the country in which they are based. Many internet users have URL addresses that are not based on a country code, for example url-address.org or url-address.com.

<sup>2</sup> For purposes of calculation, we routinely filter out and ignore all visits from DCAF staff.

### Top 20 DCAF Documents by Hits in 2007

	Title of Publication	Total Hits
1.	Privatising Security: Law, Practice and Governance of Private Military and Security Companies – DCAF Occasional Paper 06	13,779
2.	Women in an Insecure World. Violence Against Women: Facts, Figures and Analysis	13,425
3.	The Challenges and Opportunities of Security Sector Reform in Post-Conflict Liberia – DCAF Occasional Paper 09	10,382
4.	DCAF Annual Report 2006	7,364
5.	Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector and Its Reform – DCAF Document 04	6,889
6.	DCAF Annual Report 2005	5,795
7.	DCAF Annual Report 2004	3,964
8.	The Use of Force under International Auspices: Strengthening Parliamentary Accountability – DCAF Policy Paper 07	3,860
9.	Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices – Handbook for Parliamentarians	3,845
10.	Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies	3,803
11.	Good Governance Beyond Borders: Creating a Multi-Level Public Monopoly of Legitimate Force – DCAF Occasional Paper 10	3,799
12.	Developing a Security Sector Reform Concept for the United Nations	3,740
13.	Parliamentary Control of Military Missions: Accounting for Pluralism – DCAF Occasional Paper 12	3,526
14.	Identifying Lessons in United Nations International Policing Missions – DCAF Policy Paper 09	3,209
15.	Restoring Policing Systems in Conflict-Torn Nations: Process, Problems, Prospects – DCAF Occasional Paper 07	3,184
16.	Shaping a Security Governance Agenda in Post-Conflict Peacebuilding – DCAF Policy Paper 11	3,004
17.	The OSCE Between Crisis and Reform: Towards a New Lease on Life – DCAF Policy Paper 10	2,891
18.	Demobilizing and Retraining for the Future: The Armed Forces in Serbia and Montenegro – BICC/DCAF Brief 31	2,863
19.	States of Emergency – DCAF Background Paper	2,492
20.	Civil Society and Democratic Civil-Military Relations: The Case of Hungary - DCAF Working Paper 101	2,478

**Index**

---





- Afghanistan, 5, 10, 49
- Africa, 15–16, 41–45
- Albania, 18, 28, 30, 32–33
- Arab Parliamentary Network on Security Sector Governance, 18, 39
- Armenia, 24, 35–36
- Asia, 45–50
- Association of Southeast Asian Nations (ASEAN), 47
- Austria, 30
- Azerbaijan, 24, 35–36
- Belarus, 36
- Border Security, 28–29
- Bosnia & Herzegovina, 18, 23, 28, 30, 32–33
- Bulgaria, 18, 30, 32
- Burundi, 16, 20, 31, 42–43, 53
- Cambodia, 47
- Canada, 16, 52–53
- Caucasus, 4, 24, 35
- Central African Republic, 43, 53
- Central Asia, 4, 24, 35
- Child Protection and SSR, 5, 17, 56–57
- Code of Conduct for Armed Forces and Security Services in West Africa*, 26, 43
- Columbia, 50
- Council of Europe, 21–22
- Croatia, 18, 28, 32
- DCAF Brussels, 4, 25, 57, 59
- DCAF Ljubljana, 4, 59–60
- DCAF Ramallah, 4, 39, 59
- Defence Institution Building (DIB), 4, 23–24, 35–36
- Disarmament, Demobilisation and Reintegration (DDR) and SSR, 16, 42
- Democratic Republic of Congo, 16, 31, 42–43
- East Timor, 56
- Economic Community of West African States (ECOWAS), 15, 21, 26, 42–44
- European Parliament, 5, 21, 25
- European Union (EU), 21, 25, 30, 35, 55
- Gender and Security Sector Reform Toolkit*, 10, 19, 22, 56
- Georgia, 24, 35–36
- Haiti, 16
- Handbook on Civil Society Organisations and Democratic Security Sector Oversight*, 17
- Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*, 5, 22, 90
- Hungary, 36
- Indonesia, 5, 10, 31, 45–47
- Intelligence oversight, 33–34, 37
- International Committee of the Red Cross (ICRC), 58
- Inter-Parliamentary Union, 25
- International Security Sector Advisory Team (ISSAT), 4, 9, 20, 43, 52–53
- Jordan, 39

## Index

---

- Kazakhstan, 35
- Kosovo, 16, 18, 23–24, 32, 34–35
- Kuwait, 39
- Kyrgyzstan, 35–36
- Lebanon, 10, 39, 41, 60
- Liberia, 4, 44–45
- Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies*, 33–34, 46, 49, 90
- Malaysia, 47
- Middle East and North Africa, 38–41
- Moldova, 4, 24, 30–31, 35–36
- Mongolia, 50
- Montenegro, 18, 23, 28, 30, 32, 34
- Morocco, 39, 41
- NATO, 4, 23–25, 35, 37–38, 55
- NATO Parliamentary Assembly, 24–25, 36, 55
- Nepal, 5, 10, 48–49
- New Independent States, 35–38
- Norway, 52, 56
- Office of the High Commissioner for Human Rights (OHCHR), 5, 17
- Organisation for Economic Co-operation and Development (OECD) and OECD Development Assistance Committee (OECD DAC), 10, 20, 43, 53
- Organisation for Security and Co-operation in Europe (OSCE), 5, 22–23, 35, 56
- OSCE Office for Democratic Institutions and Human Rights (OSCE/ODIHR), 5, 22, 56
- Palestinian territories, 4, 31, 40–41
- Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices. Handbook for Parliamentarians*, 25–26, 48–49, 90
- Parliamentary staff advisers, 18, 31–32, 40
- Peru, 50
- Philippines, 47
- Police Cooperation Convention for Southeast Europe, 9, 28, 30
- Police reform, 29–31, 36
- Private military and security companies, 57–58
- Republic of Macedonia, 31–33, 54
- Romania, 18, 30, 32
- Serbia, 18, 23–24, 28, 30, 32, 34
- Sexual Violence in Armed Conflict. Global Overview and Implications for the Security Sector*, DCAF Report, 5, 10, 19, 55
- Singapore, 47
- Slovakia, 9, 14–15, 42
- Slovenia, 57, 60
- South Africa, 15, 42
- Southeast Asia, 46–47
- South-Eastern Europe, 18, 28–35, 60
- South Korea, 47

- Spain, 50
- Sweden, 52
- Switzerland, 18, 23–24, 35, 48–49, 50, 52–53, 55, 58
- Taiwan, 47
- Tajikistan, 35
- Thailand, 47
- Turkey, 49
- Turkmenistan, 35
- Ukraine, 36–38
- United Nations, 5, 9–10, 14–19, 35, 42, 48, 54–56
- United Nations Children's Fund (UNICEF), 57
- United Nations Democracy Fund (UNDEF), 18, 31
- United Nations Development Fund For Women (UNIFEM), 19
- United Nations Development Programme (UNDP), 4–5, 15–19, 39, 43, 48–49, 53, 57
- United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), 19, 56
- United Nations High Commissioner for Refugees (UNHCR), 19
- United Nations Office at Geneva (UNOG), 17–19
- United Nations Population Fund (UNFPA), 19
- Uzbekistan, 35–36
- West Africa, 4, 26, 43–45
- Women in an Insecure World*, DCAF book, documentary and DVD resource package, 33, 54
- Young Faces Network, 32