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

DCAF

Annual Report
2012

DCAF

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DCAF at a Glance

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is an international foundation established in October 2000 under Swiss law and on the initiative of the Swiss government.

DCAF is one of the world's leading centres in the area of security sector reform (SSR) and security sector governance (SSG). By supporting effective, efficient security sectors that are accountable to the state and its citizens DCAF endeavours to strengthen security and justice to help prevent violent conflict, build sustainable peace, reinforce the rule of law, and establish a conducive environment for political, social, and economic development.

DCAF is firmly committed to a policy of strict neutrality, impartiality, discreetness, gender sensitivity, and local ownership.

The Centre's Foundation Council, which consists of member states, includes 61 governments, as well as four governments and two international organisations that have permanent observer status.

DCAF is based in Geneva with permanent offices in Beirut, Brussels, Ljubljana, Ramallah, Tripoli, and Tunis. The Centre has five operational divisions (Southeast Europe, Middle East and North Africa, sub-Saharan Africa & Gender and SSR, Public-Private Partnerships, and the International Security Sector Advisory Team – ISSAT), as well as a research division. DCAF employs over 130 staff from almost 40 countries.

In 2012, DCAF's revenue reached 32.3 million Swiss francs – of which Switzerland financed 47.9 per cent and other member states and international organisations 52.1 per cent. All contributions to DCAF are Official Development Assistance (ODA) eligible.

For detailed information about DCAF, visit www.dcaf.ch

Director's Introduction :
Building on a Solid Foundation

Construction site of the *Maison de la Paix* in February 2013 (© Laurent Guiraud/Tribune de Genève)

Right in the heart of International Geneva, on an elongated plot of land next to the United Nations, the *Maison de la Paix* building is taking shape. In 2014, it will be the new home of the Geneva Centre for the Democratic Control of Armed Forces (DCAF). The image of the steadily rising building is an apt metaphor for DCAF in 2013. If the two previous years were marked by breaking new ground, 2013 will be a year of consolidating what has been achieved and of giving shape to the important initiatives the Centre has embarked on.

DCAF is entering 2013 on a strong footing. The Centre's Foundation Council brings together **61 member states** and **six permanent observers**. DCAF operates offices in Beirut, Brussels, Geneva, Ljubljana, Ramallah, Tripoli, and Tunis and employs over 130 staff from almost 40 countries. The overall revenue of DCAF Group reached 32.3 million Swiss francs in 2012.

In 2012, significant progress was achieved in virtually all areas of DCAF's work. In the **Western Balkans**, new and important long-term mandates were received from the European Union (EU), Norway, and Switzerland. DCAF Ljubljana has

become a genuine hub for police reform and cooperation programming in the region.[1] Considerable progress was made in the areas of parliamentary assistance, intelligence governance, gender and security sector reform (SSR), civil society empowerment, and modernisation of the Serbian Ministry of Interior.[2]

In **North Africa**, DCAF continued to build up its support to the democratic transformation processes in the aftermath of the Arab Spring. To better respond to demands on the ground and donors' expectations, a DCAF Trust Fund for Security Sector Development Assistance in North Africa was established in June 2012, with several member states already providing important financial contributions to this multi-stakeholder funding initiative. In 2012, DCAF established a presence in Tripoli to help implement the Centre's nascent SSR programming in Libya. Additionally, DCAF remained committed to promoting good security sector governance (SSG) in the **Middle East**, specifically in the occupied Palestinian territory, but also in Iran, Iraq, Lebanon, and Gulf Cooperation Council countries.[3]

DCAF's work in **sub-Saharan Africa** intensified with a number of advisory field support missions and regional and country programmes on gender and SSR conducted in this region in 2012. The highlight of 2012 was the organisation in Nairobi of a High Level Panel on 'Challenges and Opportunities for SSR in East Africa', which brought together senior policy makers and practitioners from the region and beyond. The High Level Panel focused on lessons from Burundi, Somalia, and South Sudan, and was organised in partnership with these governments, as well as the African Union, the African Development Bank, the East African Community, the Intergovernmental Authority on Development, and the African Security Sector Network.[4] Close ties have also been fostered with the Economic Community of West African States (ECOWAS), notably through the launch of *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians.*[5]

In 2012, the geographical scope of DCAF's work continued to expand. The Centre's projects in **Latin America and the Caribbean** were complemented with new, important mandates from Switzerland and the EU.[6] DCAF conducted a total of 17 field missions to **Southeast Asia** in 2012, supporting SSR processes in the Philippines and Thailand as well as assisting in the launch of a multi-stakeholder dialogue process on SSR and SSG in Cambodia.[7] Strong commitment was demonstrated to **Central Asia,** where DCAF provided the Organization for Security and Co-operation in Europe's (OSCE) Border Management Staff College in Dushanbe with the expertise necessary to develop advanced distance learning courses for border security professionals. In parallel, cooperation with border security institutions in Central Asia was reinforced with a view to developing, step by step, an operational assistance programme in the region. And last, but not least, in 2012 the Republic

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[1] www.pccseesecretariat.si
[2] www.dcaf.ch/Region/Southeast-Europe
[3] ww.dcaf.ch/Region/Middle-East-and-North-Africa
[4] http://issat.dcaf.ch
[5] www.dcaf.ch/Region/Africa
[6] www.dcaf.ch/Region/Latin-America-and-the-Caribbean
[7] www.dcaf.ch/Region/Asia

of Kazakhstan joined the DCAF International Foundation Council as a permanent observer.[8]

As in previous years, a significant share of DCAF's work in 2012 focused on assisting international and regional organisations conceptualise and implement their approaches to SSR.

Thus, DCAF supported the **United Nations** (UN) Inter-Agency SSR Task Force in the development and launch of the first set of UN Integrated Technical Guidance Notes on SSR. DCAF also supported an important dialogue between Member States, UN representatives, and the expert community on the further development of the UN's approach to SSR in the context of the UN Secretary-General's forthcoming second report on SSR. In 2012, DCAF undertook several advisory field support and training missions to support various UN agencies and departments, both in the field and at headquarter levels.[9]

Similarly, cooperation with the **European Union** increased significantly and resulted in DCAF receiving EU mandates in Latin America, the occupied Palestinian territory, and in the Western Balkans.[10]

With Switzerland's selection of DCAF as one of its strategic partners for its Chairmanship-in-Office of the **OSCE** in 2014, the two organisations' cooperation gained further impetus. DCAF will contribute some 20 projects, including a comprehensive mapping study of the OSCE's activities in the area of SSR and SSG and the organisation of a session of the OSCE Parliamentary Assembly in Geneva in October 2014. DCAF was also invited to support Serbia's subsequent Chairmanship-in-Office of the OSCE in 2015.[11]

In 2012, DCAF continued to accumulate knowledge in specific areas of SSR and SSG where it possesses unique technical and programming expertise, such as private security governance, gender and SSR, and ombuds-institutions for the armed forces.

Thus, DCAF continues to play a pivotal role in the area of **regulation of private military and security companies** (PMSCs), where it promotes the Montreux Document, which recalls states' obligations under international humanitarian law in relation to PMSCs and the complementary International Code of Conduct for Private Security Providers (ICoC). More than 600 companies, representing over 95 per cent of internationally active PMSCs, had signed this self-regulatory instrument by May 2013. In support of the Swiss Federal Department of Foreign Affairs, DCAF is now actively involved in developing the Oversight Mechanism for this multi-stakeholder initiative.[12]

DCAF remains the world's leading centre of expertise on **gender and SSR**, as demonstrated by continued requests from member states to assist in policy,

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[8] www.dcaf.ch/Region/Eastern-Europe-and-Central-Asia
[9] www.dcaf.ch/Partner/United-Nations
[10] www.dcaf.ch/Partner/European-Union
[11] www.dcaf.ch/Partner/The-OSCE
[12] www.icoc-psp.org

DCAF's Instruments

DCAF is an international foundation that aims to contribute to improved security and justice as a means to help prevent violent conflict, build sustainable peace, reinforce the rule of law, and establish a conducive environment for political, social, and economic development.

DCAF pursues a holistic approach and offers its members and partners a broad set of instruments that it can deploy in support of this goal:

1) It undertakes policy relevant research and supports policy development in the areas of security, justice, and governance reform.

2) It designs and oversees the management of programmes at national and regional levels that support nationally owned security, justice, and governance reform.

3) It provides advisory services to the international community to ensure support to SSR and SSG that is in line with international good practice.

4) It develops partnerships that create synergies between the public sector and private actors (such as private security companies) in order to promote sustainable, effective SSR and SSG.

5) It gathers good practice in SSR and SSG and disseminates that knowledge through advisory services, knowledge products (such as handbooks, toolkits, and training modules), as well as by its own actions.

legislation, and curricula reviews to ensure the gender mainstreaming of SSR processes. In 2012, DCAF continued to provide advice on policy development, engage in capacity building and sustain a dialogue on gender and SSR issues with various stakeholders, including armed forces, police, gendarmerie, the justice sector, and civil society.[13]

The informal association of **ombuds-institutions for the armed forces,** which was established on DCAF's initiative in 2009, continues to gain influence as well as new membership. The 'Fourth International Conference of Ombuds-Institutions for Armed Forces', hosted by the Canadian government in 2012, brought together more than 30 participating nations, among them, and for the first time, new members from Africa, Eastern Europe, Central Asia, and the Caucasus.[14]

Today, DCAF conducts some 400 projects on the ground per year across four continents in support of its members' security and justice reform programmes. As the demand for these services continues to grow, DCAF has responded to this increase by optimising its **operational structures**. The Centre's programmes in sub-Saharan Africa and in the area of gender and SSR were brought together under a new DCAF Division, Operations III. In order to consolidate a further area of growth – public-private partnerships in security governance – another new DCAF Division, Operations IV, was created in January 2013. The focus of this new division is the regulation of PMSCs (via the Montreux Process, the ICoC, and its Oversight
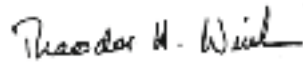
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[13] www.dcaf.ch/Programmes/Gender-and-Security
[14] www.icoaf.org

Mechanism), business and SSR, and emerging security issues, notably cyber security.

In parallel to the optimisation of operational structures, DCAF further strengthened its **administrative and financial oversight**. In order to comply with the highest international auditing and transparency standards, DCAF transitioned from a limited to an extended annual audit. An internal control system was established, the accounting department reinforced, and a whole set of policy standards endorsed, covering issues such as security of personnel, foreign currency conversion, and anti-corruption and anti-bribery policy.

DCAF's work has always been and remains results-oriented. In a globalised world, where SSR and SSG are universally recognised as key components of conflict prevention, sustainable peace, and political, social, and economic development, there will always be a need for an impartial, neutral, discreet, yet efficient organisation like DCAF. Therefore, the Centre's perspectives for the future remain extremely encouraging.

It is against this background that DCAF has decided to further increase its share in the *Maison de la Paix*, where it will move in September 2014. The Centre will occupy seven floors in this new building, which will accommodate up to 150 DCAF staff on some 3'500 m^2. Located symbolically at Avenue de la Paix, next to the *Palais des Nations*, home to the United Nations Office at Geneva, the new *Maison de la Paix* will not only cater to DCAF's need for additional office space, but will also become a landmark in the new international quarter developing in the heart of the city of Geneva.

Ambassador Dr. Theodor H. Winkler
DCAF Director

Digital projection of a completed *Maison de la Paix* © IPAS Architectes SA, Neuchâtel

Cooperation with International Organisations

United Nations

Milestones:

2003 DCAF launches a series of annual events with the UN Office in Geneva on various aspects of security sector governance.

2005-2009 DCAF and UNDP develop three handbooks on democratic governance of the security sector: *Democratising Security in Transition States*, *Monitoring and Investigating the Security Sector*, and *Public Oversight of the Security Sector*.

2006-2007 DCAF supports the Slovak Republic's Presidency of the UN Security Council in holding the first-ever open debate on SSR in February 2007.

2006-2009 DCAF implements two joint policy-research mandates from UN DPKO and UNDP. The first study, *Security Sector Reform and UN Integrated Missions*, serves as an empirical basis for the UN Secretary-General's report on SSR released in January 2008; the second study results in a module on the DDR-SSR nexus for the UN Integrated DDR Standards.

2007-2008 DCAF conducts an internal study on human rights and SSR for the UN OHCHR.

2008-2010 DCAF and UNDP conduct a comprehensive SSR needs assessment in the Pacific region and facilitate the first regional conference on the issue.

2008-2012 DCAF undertakes over 40 mandates for various UN agencies and programmes at headquarters and in the field, including the DPA, DPKO, PBSO, and the UNDP.

2009-2013 DCAF supports the development and launch of the first-ever set of UN Integrated Technical Guidance Notes for the UN Inter-Agency SSR Task Force.

2011-2012 DCAF supports DPKO's OROLSI in mapping impact assessment methodologies concerning the rule of law and security institutions.

2012-2013 DCAF supports a dialogue with Member States and experts on the development of the next UN Secretary-General's report on SSR.

Over the past years, a significant area of DCAF's engagement with the United Nations (UN) was supporting the UN Inter-Agency Security Sector Reform (SSR) Task Force in developing the first set of Integrated Technical Guidance Notes (ITGNs) on SSR. These notes are intended to assist UN personnel in the field and at headquarters in planning and delivering SSR support in a coherent manner. ITGNs developed with DCAF assistance include:

- *Democratic Governance of the Security Sector* (led by the United Nations Development Programme – UNDP).

- *Gender-Responsive Security Sector Reform* (led by the UN Entity for Gender Equality and the Empowerment of Women – UN Women).

- *Peace Processes and SSR* (led by the UN Department of Political Affairs – DPA).

- *UN Support to National Security Policy and Strategy Making Processes* (led by the UN Department of Peacekeeping Operations – DPKO).

As part of a series of events supported by DCAF and hosted by the Slovak Republic, the first set of ITGNs was officially launched in December 2012 in New York, bringing together 70 representatives of Member States and the UN. Included in the same series of events were a high-level 'Group of Friends of SSR' meeting and an expert-level seminar, which assessed progress in the UN's engagement supporting SSR processes since the Secretary-General's first report on SSR and provided recommendations for the further development of the comprehensive UN approach to SSR in the context of the Secretary-General's forthcoming second report. The 'Group of Friends of SSR' meeting attracted over 100 representatives of Member States, UN departments and agencies, as well as the expert community. The emerging recommendations were welcomed by the UN representatives as important contributions to the development of the Secretary-General's forthcoming report on SSR and have been included in a Chair's Summary, which was submitted to the Secretary-General's office and will be registered as an official UN document.

As follow-up to these successful events, in March 2013 DCAF organised in Geneva, in cooperation with the Ministry of Foreign and European Affairs of the Slovak Republic and the United Nations Office at Geneva (UNOG), a second series of events including the European launch of the ITGNs, a high-level meeting on 'The United Nations and Security Sector Reform: The Way Forward', and an expert-level seminar entitled 'Towards the Next UN Secretary-General's Report on SSR'. Further, in ongoing cooperation with UNOG, DCAF also supported a high-level special discussion in Geneva on 'The Arab Spring and Democratization: The Role of Security Sector Reform', which featured the participation of Tunisia's then Minister of Interior, Mr. Ali Laarayedh, who is now Prime Minister.

Cooperation with International Organisations

In 2012, DCAF finalized the mapping study for UN DPKO's Office of Rule of Law and Security Institutions (OROLSI) on *Measuring the Impact of Peacekeeping Missions on Rule of Law and Security Institutions* and provided recommendations for refining OROLSI's approach to measuring the impact of its activities. The resulting publication provides an overview of impact assessment methodologies as well as an analysis of approaches that various UN entities and other international actors have taken to evaluate impact.[15] Another aspect of DCAF's cooperation with OROLSI in 2012 was the development of a pilot Defence Sector Reform Orientation and Training Package for OROLSI's Security Sector Reform Unit.

The year 2012 saw DCAF publish an edited volume entitled *Disarmament, Demobilization and Reintegration and Security Sector Reform: Insights from UN experience in Afghanistan, Burundi, the Central African Republic and the Democratic Republic of the Congo.*[16] The edited volume presents the case studies developed as part of a project, jointly mandated by the DPKO and the UNDP, on the linkages between the disarmament, demobilization and reintegration of armed combatants (DDR) and SSR. The project resulted in a new module for the UN Integrated DDR Standards.

In 2012, DCAF also collaborated extensively with the UN in operational fieldwork. It undertook a number of advisory field support and training missions to support various UN agencies and departments, both in the field and at headquarters. The following table outlines notable highlights from DCAF's work with the UN in the field in 2012:

Requested by	Activity
UN Development Programme (UNDP)	• Supported the UNDP's Civilian Policing Programme in Somalia, including an assessment to improve the delivery of policing services to women in Northern Somalia. Assisted in the development of a gender strategy for policing, including the building of police capacity to investigate, prosecute, and prevent gender-based crimes. • Provided coaching, advice, and training to the UNDP staff in Somalia within the Research Department of the Somali Observatory of Conflict and Violence Prevention. The aim of this support was to help develop security and conflict monitoring indicators, carry out effective data collection and analysis, develop an early warning system, as well as qualitatively and quantitatively support research.

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[15] www.dcaf.ch/Publications/Measuring-the-Impact-of-Peacekeeping-Missions-on-Rule-of-Law-and-Security-Institutions
[16] www.dcaf.ch/Project/The-DDR-SSR-Nexus

	• Laid the foundations for cooperation with the UNDP–European Union (EU) Border Management Programme in Central Asia (BOMCA 8). The programme assists the five Central Asian states in the creation of modern and efficient border security systems.
	• Provided support to two separate missions on police accountability in a joint mandate by UNDP and an EU Common Security and Defence Policy (CSDP) Mission. This included providing advice on issues relating to oversight concepts, and models of police accountability, as well as supporting a desk review and providing input into a police accountability strategy.
	• Supported UNDP / The South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) work with the Women Police Officers Network in South East Europe (WPON) by providing training on internal advocacy to the WPON Council.
UN Entity for Gender Equality and the Empowerment of Women (UN Women)	• Supported the UN Women cross-regional project 'Women Connect Across Conflicts' by organising national consultations and a training workshop in Georgia related to this country's National Action Plan for the implementation of UN Security Council Resolution 1325 on Women, Peace and Security.
	• Supported the UN Women in the technical preparation of the Albanian police and armed forces' institutional gender self-assessment. The self-assessment will be conducted in 2013 on the basis of DCAF's *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector.*
UN Office for West Africa (UNOWA) / UN SSR Advisory Team in Guinea	• Assisted the development of a strategy for UN support to the national SSR process. Assisted the UN SSR Advisory Team to develop an outline strategy and to provide input for a plan that would facilitate greater coordination amongst the international community supporting SSR in Guinea.
UN Office in Nairobi (UNON)	• Organised a High Level Panel on 'Opportunities and Challenges for SSR in East Africa'.[17]

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[17] For detailed information, see p. 91.

Cooperation with International Organisations

UN Peacebuilding Support Office (PBSO)	• Supported the PBSO in reviewing the impact of Peacebuilding funding on SSR activities in countries on the agenda of the UN Peacebuilding Commission. Supported the SSR thematic review component of this study in Burundi and Liberia.
UN Political Office for Somalia (UNPOS), Security Sector Development Office (SSDO)	• Provided support in designing outlines for five future quick impact projects within the framework of the Federal Republic of Somalia's National Security and Stabilisation Plan and the National Action Plan on SSR. Identified potential areas for ongoing support for the SSDO for the following 3-18 months.
UN Support Mission in Libya (UNSMIL)	• Provided the UNSMIL Security Sector Advisory and Coordination Division with advice and insight from experience on Defence White Paper processes so as to reinforce the UN's support of the Libyan authorities in developing and finalizing the draft of their document *Towards a Defence White Paper.*

Key results 2012 :

• The Integrated Technical Guidance Notes on SSR, which DCAF helped develop, were launched by the UN Inter-Agency SSR Task Force.

• Supported a dialogue on the further development of the UN approach to SSR in the context of the Secretary-General's forthcoming second report on SSR.

• Undertook several advisory field support and training missions to support various UN agencies and departments, both in the field as well as at headquarters.

• Assisted UN Women as the technical counterpart in the implementation of gender and SSR projects in Albania and Georgia.

• Published *Measuring the Impact of Peacebuilding Interventions on Rule of Law and Security Institutions* for UN DPKO's OROLSI.

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

For detailed information about DCAF's cooperation with the United Nations, see www.dcaf.ch/Partner/United-Nations

European Union

Milestones:

2004-2006   DCAF supports the development of an overarching policy framework for EU SSR support.

2005   DCAF opens an office in Brussels. DCAF co-authors a paper on *Promoting Security Sector Governance in the EU's Neighbourhood* for the EU Institute for Security Studies.

2007   DCAF completes a study on *Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Levels* for the European Parliament.

2008   DCAF opens an office in Ljubljana and releases a study on *The European Union and Security Sector Reform.*

2009   The EU joins ISSAT's Governing Board; ISSAT receives its first advisory field support and training mandates from the EU.

2009-2012   DCAF undertakes several mandates for various EU agencies and delegations, including the European Commission, EU Delegations in the Central African Republic, the Democratic Republic of the Congo, Guinea, and the European Security and Defence College.

2010-2011   DCAF conducts a study on *Parliamentary Oversight of Security and Intelligence Agencies in the European Union* for the European Parliament.

2011   DCAF and Frontex sign a Working Agreement on cooperation in the field of border management.

2012   DCAF receives its first mandates to support the EU Court of Auditors and a CSDP mission as well as a mandate from the European Parliament to draft a publication on parliamentary oversight of the security sector in states transitioning to democracy.

In 2012, DCAF continued to increase its cooperation with the European Union (EU), as verified by an increase in both the number as well as the scope of mandates in comparison to previous years. At an operational level, DCAF's International Security Sector Advisory Team (ISSAT) took part in five advisory field support missions and one advocacy and outreach mission for the EU in addition to three training missions for the European Security and Defence College (ESDC). Notably, in 2012, ISSAT:

- Provided an advisor to the expert panel supporting the European Court of Auditors in their performance audit that assessed the effectiveness of the EU's assistance to Kosovo* in the area of rule of law. ISSAT's contribution consisted of inputs on potential areas of interest for an audit mission in Kosovo, comments on the Statements of Preliminary Findings, and a contribution to the discussion on the final findings.

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*   The Kosovo Assembly declared the territory's independence on 17 February 2008. While 36 member states of the DCAF Foundation recognised the independence of Kosovo, 24 member states did not do so, and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

- Provided support to two separate missions on police accountability in a joint mandate by an EU Common Security and Defence Policy (CSDP) Mission and the United Nations Development Programme. This included providing advice on issues relating to oversight, concepts, and models of police accountability, as well as supporting a desk review and providing input into a police accountability strategy.

- Provided advisory support to the EU Delegation in Guinea on the feasibility and relevance of the main component of the proposed EU programme to support security and justice sector reform in Guinea. This included input during the programme design phase, as well as facilitation of a seminar on national security sector reform (SSR) processes.

- Helped facilitate the training course on 'Civil-Military Coordination of External Crises', organised by the *Institut des hautes études de défense nationale* (IHEDN) in partnership with the ESDC. The main objective of the course was to improve harmonisation and coordination between international, local, civilian, and military actors in external crises environments. DCAF also supported the ESDC by contributing a session on gender and SSR to ESDC's international course on 'A Comprehensive Approach to Gender in Operations' for middle management civilian and military professionals.

- Began a study on EU support to justice and SSR in Latin America and the Caribbean, which will provide recommendations to the European Commission for their engagement in this area under the next multi-annual financial framework (2014–2020). The study will include analysis of the situation across 34 countries in the region, backed up by field missions in thirteen.

In 2012, DCAF fostered cooperation with the EU in the area of border security. Together with the EU Border Assistance Mission to Moldova and Ukraine (EUBAM), DCAF continued to work on the implementation of a comprehensive advanced distance learning course on 'Modern Border Control Practices and Related EU Standards' for border police station commanders and mid-level border security managers. Between September 2011 and April 2013, 30 participants from border police stations and border security academies in Khmelnytskyi, Ukraine and Chisinau, Moldova attended this course – 15 from each country, respectively. EUBAM, Moldova, and Ukraine have expressed interest in organising a second course of this type as well as developing, with the assistance of DCAF, a similar course for regional commanders and senior border security managers.

During 2012, DCAF laid the foundations for cooperation with the EU–UNDP Border Management Programme in Central Asia (BOMCA 8), which assists the five Central Asian states in creating modern and efficient border security systems. Negotiations with BOMCA 8 resulted in an initial outline of a DCAF

assistance package in border security activities, ranging from national capacity building to the development of regional cooperation mechanisms in the areas of education and training, risk analysis, and criminal intelligence and investigation. Detailed negotiations on the transformation of the agreed project outline into a full-fledged, multi-year programme are under way.

DCAF also supports a study on *Border Security without Anti-Personnel Mines* conducted by the Implementation Support Unit of the Anti-Personnel Mine Ban Convention, which is hosted by the Geneva International Centre for Humanitarian Demining. The study was commissioned by the EU following the EU Council's decision to support the Cartagena Action Plan, which commits States Parties to undertake a range of specific actions during 2010–2014 to promote the implementation of and universal adherence to the Mine Ban Convention. The study will be published before the 13th meeting of States Parties to the Convention in December 2013.

In 2012, the European Parliament Office for the Promotion of Parliamentary Democracy (OPPD) requested DCAF's assistance in the development of a publication on the role of parliaments in security sector governance (SSG). Set to be released in 2013, the publication will provide an overview of the main issues affecting parliamentary oversight and, more generally, the democratic governance of the security sector in new and emerging democracies.

In 2012, DCAF, from its Geneva headquarters and liaison office in Brussels, continued to provide a platform for promoting SSR and SSG concepts within the EU and the Brussels-based international community. Notably, in 2012, DCAF :

- Participated in the 'Security Jam', a weeklong online discussion platform on defence and security with stakeholders from 116 countries, including high-level participants from governments, the EU, and other international bodies. DCAF led a live chat session on 'Analysing impact for EU Member States – creating better buy-in for SSR missions'.[18]

- Presented on 'The Effects of Arab Awakening on the EU and its support for SSR and SSG' at the European Parliament Security and Defence Sub-committee workshop on SSR.

- Published a series of papers entitled *Communicate, Coordinate and Cooperate : The A-Z of Cohering Crisis Management in the post-Lisbon Era*. The papers explore the spectrum of EU crisis management, which includes SSR, and provide an overview and analysis of thematic and CSDP mission country policies in this area to date, as under the new European External Action Service (EEAS). The papers were published in cooperation with the International Security Information Service,

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[18] www.securitydefenceagenda.org/Portals/14/Documents/Security_Jam/2012_Security_Jam_Report_ COMPLETE.pdf

Europe (ISIS Europe),[19] and the series now continues with other partners and in a broader spectrum of analysis, including investigating global conceptualisations of crisis management, international responses to current crises, and the development of security systems and human security.

Key results 2012:

- Received its first mandates to support a CSDP mission in a joint mandate from the EU and UNDP, and the EU Court of Auditors.

- Undertook five advisory field support missions, one advocacy and outreach mission for the EU, and three training missions for the European Security and Defence College.

- 30 station commanders and mid-level border security professionals from Moldova and Ukraine completed the DCAF–EUBAM advanced distance learning course on 'Modern Border Control Practices and Related EU Standards'.

- Received a mandate from the European Parliament to draft a publication providing an overview of the main issues affecting parliamentary oversight of the security sector in new and emerging democracies.

- Began a study on EU support to justice and security sector reform in Latin America and the Caribbean, as mandated by the European Commission.

For detailed information about DCAF's cooperation with the EU, see www.dcaf.ch/Partner/European-Union

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[19] Bloching, Sebastian, Gya, Giji (ed.), *Security Sector Reform Missions under CSDP: Addressing Current Needs.* DCAF Brussels-ISIS Europe, August 2011, Update September 2012.
Gourlay, Catriona, Gya, Giji (ed.), *The politics of EU civilian interventions and the strategic deficit of CSDP.* DCAF Brussels-ISIS Europe, October 2011, Update September 2012.
Herrberg, Antje, Worre, Philip (ed.), *International Peace Mediation: a new crossroads for the European Union.* DCAF Brussels-ISIS Europe, October 2011.

Organization for Security and Co-operation in Europe

Milestones:

1994 OSCE member states adopt the OSCE Code of Conduct on Politico-Military Aspects of Security.

2004 DCAF and OSCE sign a Memorandum of Understanding establishing a strategic partnership.

2004 OSCE participates as a sponsor and implementing partner in DCAF's Parliamentary Staff Advisers Programme and Border Security Programme in the Western Balkans.

2008 DCAF and OSCE ODIHR publish the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*.

2008 DCAF, OSCE ODIHR and UN INSTRAW publish *Gender and Security Sector Reform Toolkit*.

2012 DCAF enters into a strategic partnership with Switzerland to prepare the Swiss Chairmanship-in-Office of the OSCE in 2014.

DCAF, the OSCE Secretariat's Transnational Threats Department, and the OSCE Border Management Staff College sign a cooperation agreement to develop a training course on 'Border Security and Management'.

2013 DCAF completes Phase I of the mapping study on *The Role of the OSCE in Security Sector Governance and Reform*.

In 2012, DCAF formally entered into a strategic partnership with the Swiss government in advance of its Chairmanship-in-Office of the Organization for Security and Co-operation in Europe (OSCE) in 2014. For this purpose DCAF established a dedicated task force to assist with Switzerland's programming and content needs in this capacity. DCAF's support will comprise a range of contributions, including: a mapping study on *The Role of the OSCE in Security Sector Governance and Reform*, a continuation of high-level 'OSCE Focus' meetings, supporting a regular session of the OSCE Parliamentary Assembly in Geneva in October 2014, and a selection of security governance capacity building projects in the Western Balkans, the Caucasus, and Central Asia to be rolled out from January 2013. Between 2013 and 2015, the Swiss Agency for Development and Cooperation (SDC) will allocate 0.5 million Swiss francs annually to support DCAF's work for Switzerland's Chairmanship-in-Office of the OSCE.

Mandated by Switzerland and endorsed by the OSCE Secretary-General, the mapping study on *The Role of the OSCE in Security Sector Governance and Reform* will provide an overview of the OSCE's extensive engagement in security sector reform (SSR) and security sector governance (SSG) at both the normative and

operational levels. It will also identify the OSCE's comparative advantages in SSR and SSG and suggest recommendations on how the organisation can enhance the coherence and impact of its activities in this field. In 2012, DCAF completed Phase I of this project – a desk-based mapping exercise complemented by a number of interviews. This resulted in a report that was discussed at a review workshop in December 2012 hosted in Vienna by the Swiss Delegation to the OSCE and attended by OSCE officials and experts. Phase II began in 2013 and consists of a comprehensive review based on systematic interviews with representatives of OSCE institutions, selected field missions, and the OSCE Secretariat.

In October 2012, DCAF co-hosted the annual high-level 'OSCE Focus' meeting for the second time. Given Switzerland's forthcoming Chairmanship-in-Office, discussions focused on areas in which the Swiss Chairmanship could significantly contribute to the OSCE agenda. Sessions were devoted to transnational issues such as crime, water, energy, and transport; arms control and the human dimension; and relations between the OSCE and the Arab world. Representatives from the Irish, Ukrainian, and Serbian Chairmanships were present as well as representatives from OSCE offices, country ambassadors to the OSCE in Vienna, eminent experts, and members of the Swiss Task Force for the 2014 Chairmanship.

In 2012, DCAF's work with the OSCE also focused on strengthening cooperation in regional border security, leading, in January 2013, to the signing of cooperation agreements with the OSCE's Borders Team and the OSCE Border Management Staff College in Dushanbe (BMSC) to develop a twelve-month training course on 'Border Security and Management'. This course will be available from September 2013, on a yearly basis, for mid- and senior-level border security professionals, both in field and management positions throughout the entire OSCE region. It will draw on training materials developed by DCAF's Border Security Programme in the Western Balkans and combine advanced distance learning modules, tabletop exercises, and hands-on field training at the BMSC in Dushanbe. Border security academies in the five Central Asian states have expressed interest in developing, together with DCAF, a similar training course focusing specifically on Central Asia.

DCAF also sustained cooperation with the OSCE Office for Democratic Institutions and Human Rights (ODIHR) regarding human rights of armed forces personnel and the OSCE Office of the Gender Advisor regarding gender mainstreaming in SSG. DCAF's long-standing partnership with the OSCE ODIHR continued through the agreement to conduct a joint scoping study on the role of ombuds-institutions in addressing complaints about potential human rights violations and mismanagement by and within armed forces. The scoping study will fill the gap in the current knowledge about the effectiveness, efficiency, and fairness of ombuds-institutions in dealing with complaints about the armed forces in OSCE participating States. The study will result in a set of recommendations about strengthening the functioning of ombuds-institutions with jurisdiction over the armed forces.

During 2012, DCAF continued to build a wider partnership with the OSCE Offices in Yerevan, Armenia and Bishkek, Kyrgyzstan, and supported the translation of the DCAF–OSCE ODIHR *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* into Tajik.[20]

Key results 2012 :

- Formally entered into a strategic partnership with the Swiss government from 2013–2015 to support the preparations for the Swiss Chairmanship-in-Office of the OSCE.

- Completed Phase I of the mapping study on *The Role of the OSCE in Security Sector Governance and Reform*.

- Hosted a high-level 'OSCE Focus' meeting for the second time in preparation for the 2014 Swiss Chairmanship-in-Office of the OSCE.

- Signed cooperation agreements with the OSCE Secretariat's Transnational Threats Department and the OSCE Border Management Staff College to develop a training course on border security and management.

- Agreed to undertake a joint scoping study with OSCE ODIHR on the role of ombuds-institutions for the armed forces in OSCE participating States.

- Ran a dissemination campaign for the DCAF–OSCE ODIHR *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* in Central Asia.

For detailed information about DCAF's cooperation with the OSCE, see www.dcaf.ch/Partner/The-OSCE

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[20]   www.dcaf.ch/Publications/Handbook-on-Human-Rights-and-Fundamental-Freedoms-of-Armed-Forces-Personnel

NATO and NATO Parliamentary Assembly

Milestones:

1996   Switzerland joins NATO's Partnership for Peace programme (PfP).

2001   DCAF begins providing training modules to the NATO Parliamentary Assembly 'New Parliamentarians Programme'.

2001   DCAF chairs the PfP Consortium Working Group on SSR.

2003   DCAF and the NATO Parliamentary Assembly release *Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector and its Reform*.

2005   DCAF and the NATO Directorate for Policy and Planning begin cooperation on democratic security sector governance programming in Ukraine.

2005   DCAF supports NATO in promoting the Partnership Action Plan on Defence Institution Building (PAP-DIB), introduced at the 2004 NATO Istanbul Summit.

2006   DCAF presents PAP-DIB status reports on the countries of the South Caucasus, Central Asia, and Moldova to NATO's Political-Military Steering Committee.

2009   DCAF supports NATO's Building Integrity Programme and develops the *Compendium of Best Practices on Building Integrity and Reducing Corruption in Defence*.

2009   DCAF begins regular cooperation with the NATO Committee on Gender Perspectives.

2010   DCAF publishes *Essentials of Defence Institution Building as well as a Defence Institution Building Self-Assessment Kit*, both of which pursue the PAP-DIB initiative.

2012   DCAF is contracted by NATO to facilitate integrity building self-assessment processes in South-Eastern Europe Defence Ministerial Process (SEDM) states.

In 2012, DCAF's cooperation with the North Atlantic Treaty Organization (NATO) focused on the areas of parliamentary oversight of the security sector, gender and security sector reform (SSR), and integrity building.

The Centre's cooperation with the NATO Parliamentary Assembly (NATO PA) was sustained throughout 2012 across the following areas of activity:

- DCAF continued to support the NATO PA 'Orientation Programme' for newly elected members of parliament, formerly known as the 'New Parliamentarians Programme'. Furthermore, in 2012, DCAF contributed to two capacity building seminars for parliamentarians from Azerbaijan and the Russian Federation.

- DCAF co-organised and participated in NATO PA Rose-Roth seminars, during which individuals from diverse professional backgrounds convene to discuss a specific security issue, in Lithuania and Montenegro,

concerning developments in Eastern Partnership countries, as well as one in France, focusing on recent developments in North Africa.

- DCAF also participated in the Annual and Spring Sessions of the NATO PA in Prague, Czech Republic and Tallinn, Estonia, respectively. In Vilnius, Lithuania, at the 31st Session of the Baltic Assembly, during a dedicated ceremony, Mr. Simon Lunn – a former NATO PA Secretary-General and part-time DCAF Senior Fellow – received the Medal of the Baltic Assembly for his lifetime achievement.

- DCAF co-organised and co-facilitated the annual European Parliament–NATO PA conference, held in Brussels in November 2012, on Euro-Atlantic area security issues.

- The updated edition of the NATO PA–DCAF Handbook on *Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector* was translated into Arabic[21]; reprinted editions in other languages were also made available.[22]

In 2012, DCAF continued its involvement in NATO's Integrity Building and Anti-Corruption initiatives in the defence sphere, notably by supporting translations and the dissemination of *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices*. Developed in collaboration with NATO and Transparency International UK, the Compendium addresses concepts and tools that can be used to reduce the risk of corruption in defence structures. It features contributions from an international body of experts who provide examples from their own countries, including Georgia, Indonesia, the Netherlands, Poland, Ukraine, the United Kingdom, and the United States. The Compendium has been translated into Arabic, Armenian, Georgian, Romanian, Russian and Ukrainian.[23]

On a related note, DCAF was contracted by NATO to facilitate integrity building self-assessments in South-Eastern Europe Defence Ministerial Process (SEDM) states, which consisted of a series of capacity building activities for the national teams entrusted with the self-assessment process. Relevant trainings will begin in 2013.[24]

Integration of gender perspectives into NATO's structure and operations remained an important area of DCAF's work with the organisation in 2012. DCAF contributed actively to a group of subject matter experts convened by NATO Allied Command Transformation to develop an introductory advanced distributed learning course on gender for NATO and partner countries.

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[21] www.dcaf.ch/Publications/Oversight-and-Guidance-The-Relevance-of-Parliamentary-Oversight-for-the-Security-Sector
[22] For more information on DCAF's cooperation with NATO PA on parliamentary capacity building, see Section III *Global Issues in 2012 / Parliamentary Assistance*
[23] www.dcaf.ch/Publications/Building-Integrity-and-Reducing-Corruption-in-Defence
[24] For more information regarding Integrity Building and Anti-Corruption initiatives, see Section III *Global Issues in 2012 / Integrity Building*.

Cooperation with International Organisations

As chair of the SSR Working Group of the Partnership for Peace Consortium of Defence Academies and Security Studies Institutes (PfPC), DCAF convened two workshops on teaching gender to the military, with the NATO School in Oberammergau, Germany and the George C. Marshall European Center of Security Studies, respectively. These two workshops produced a range of resources for military training and education on gender, including a list of best practices, a checklist for curriculum review, and three sample lesson plans. Furthermore, DCAF also provided expertise on gender, diversity, and human rights to NATO and the PfPC in developing a NATO manual for the professional military education of non-commissioned officers.

Key results 2012:

- Sustained cooperation with NATO Parliamentary Assembly on parliamentary capacity building and with NATO PfP on integrity building as well as gender and SSR.

- Received a NATO mandate to facilitate the integrity building self-assessment process in South-Eastern Europe Defence Ministerial Process (SEDM) states.

- Produced a range of resources for professional military training and education on gender and SSR for NATO and partner countries.

- Translated into Arabic *Oversight and Guidance: the Relevance of Parliamentary Oversight for the Security Sector* as well as *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices.*

For detailed information about DCAF's cooperation with NATO and NATO Parliamentary Assembly, see
www.dcaf.ch/Partner/NATO-and-NATO-Parliamentary-Assembly

Economic Community of West African States

Milestones:

2004   DCAF signs a Memorandum of Understanding with the ECOWAS Parliament, establishing a strategic partnership.

2005   DCAF and ECOWAS Executive Secretariat sign the Terms of Reference outlining the main lines of cooperation.

2006   DCAF contributes to the drafting of the ECOWAS Code of Conduct for Armed Forces and Security Services in West Africa.

2008   DCAF publishes *Challenges and Opportunities of Security Sector Governance in West Africa,* a baseline study to assist ECOWAS in developing a coherent SSR policy framework.

2010   DCAF and ECOWAS Commission sign a Memorandum of Understanding on promoting good security sector governance in ECOWAS Member States.

2011   The ECOWAS Council of Ministers adopts the Code of Conduct for Armed Forces and Security Services of ECOWAS.

2012   DCAF and ECOWAS Parliament launch *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians.*

In 2012, DCAF continued to further develop the strategic cooperation established with the Economic Community of West African States (ECOWAS) on democratic security sector governance in West Africa.

In October 2012 DCAF and the ECOWAS Parliament officially launched in Abuja, Nigeria the *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians* (the Guide).[25] Inspired by the Inter-Parliamentary Union–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices*, the Guide advocates the principles and best practices of effective parliamentary oversight of the security sector. The launch concluded the first phase of collaboration with the ECOWAS Parliament and opened the floor for discussions on further cooperation regarding the implementation of the Guide at both the regional and national level.

Key result 2012:

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

For detailed information about DCAF's cooperation with ECOWAS, see www.dcaf.ch/Partner/ECOWAS

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

International Organisation of La Francophonie

Milestones :

2006   IOF Members adopt the Saint Boniface Declaration, which amplifies the political dimension of the IOF and aims for conflict prevention and human security.

2008   IOF gains permanent observer status on the DCAF Foundation Council.

2010   IOF and the French government co-host the launch of the French edition of DCAF's *Gender and Security Sector Reform Toolkit.*

2011   IOF joins ISSAT's Governing Board.

2012   IOF supports DCAF's research project on ombuds-institutions for the armed forces in francophone Africa.

In 2012, with a mandate from the International Organisation of La Francophonie (IOF), DCAF completed a major research project on ombuds-institutions for the armed forces in francophone Africa. The objective of this project was to explore the functioning of ombuds-institutions for the armed forces in selected francophone African states and to engage these institutions in the ongoing exchange of best practices and experiences within the framework of the International Conference of Ombuds-Institutions for Armed Forces (ICOAF).[26]

In 2011–2012, under IOF auspices, DCAF undertook three case studies in Burkina Faso, Burundi, and Senegal. Prepared by country experts, the studies examine relevant national institutions, their legal status, mandates, strengths and weaknesses, and also assess their capacity building needs. The studies include details of complaint handling procedures and provide a snapshot of the status of security sector governance as well as the progress of ongoing reforms in each of the three countries. The publication from the project – *Ombuds Institutions for the Armed Forces in Francophone Africa : Burkina Faso, Burundi, and Senegal* – is available in English and French.[27]

As a practical outcome of the project, in September 2012, ombuds-institutions from Burkina Faso, Burundi, and Senegal attended for the first time the 'Fourth International Conference of Ombuds-Institutions for Armed Forces', co-hosted by DCAF and the National Defence and Canadian Armed Forces Ombudsman in Ottawa.[28]

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[26]   www.icoaf.org
[27]   www.dcaf.ch/Publications/Ombuds-Institutions-for-the-Armed-Forces-in-Francophone-Africa-Burkina-Faso-Burundi-and-Senegal
[28]   For further information, see Section III *Global Issues in 2012 / Ombuds-Institutions for the Armed Forces.*

Furthermore, DCAF and IOF began to explore options for broader cooperation and both have agreed to enter into a formal strategic partnership to be finalised in 2013.

Key results 2012:

- With a mandate from IOF, DCAF completed a research project on ombuds-institutions for the armed forces in francophone Africa.

- As an outcome of this DCAF–IOF project, ombuds-institutions of Burkina Faso, Burundi, and Senegal attended for the first time the 'Fourth International Conference of Ombuds-Institutions for Armed Forces' in Ottawa, Canada.

For detailed information about DCAF's cooperation with the IOF, see
www.dcaf.ch/Partner/Organisation-Internationale-de-la-Francophonie

Inter-Parliamentary Union

Milestones:

2001   IPU and DCAF start cooperation on parliamentary oversight of the security sector.

2003   DCAF and IPU produce *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians* – a seminal tool for parliamentarians working on defence and security issues. The Handbook has been, to date, published in 38 languages, with over 100,000 copies distributed to parliaments worldwide.

2005   DCAF and IPU start a joint regional capacity building seminar series.

2009   IPU is granted observer status in the DCAF Foundation Council. DCAF likewise gains observer status with the IPU.

In 2012, DCAF continued its long-established policy of supporting the Inter-Parliamentary Union (IPU) by providing expert input and funding for regional IPU capacity building events focused on parliamentary defence and security committees.

DCAF participated in the IPU General Assembly in Kampala, Uganda in March–April 2012. Moreover, DCAF maintained contact with the Swiss delegation to the IPU and contributed to drafting a potential Swiss resolution on Strengthening the Role of Parliament in Post Conflict and Transitional Security Governance.

Additionally, the IPU–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms, and Practices* was reprinted in Georgian, Kazakh, Kyrgyz, and Tajik language versions.

Key results 2012:

•   Contributed to the drafting of a potential Swiss resolution on Strengthening the Role of Parliament in Post Conflict and Transitional Security Governance.

•   Re-published IPU–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* in the Georgian, Kazakh, Kyrgyz, and Tajik languages.

For detailed information about DCAF's cooperation with the IPU, see www.dcaf.ch/Partner/Interparliamentary-Union

Regional Cooperation

Southeast Europe

Milestones:

2000-2006   Albania, Bulgaria, Macedonia‡, and Romania are among the founding members of DCAF in 2000. Bosnia and Herzegovina, Croatia, Slovenia, and the Federal Republic of Yugoslavia join in 2001 as well as Moldova in 2002 and Montenegro in 2006.

2007   DCAF becomes an implementation partner for the Police Cooperation Convention for Southeast Europe (PCC).

2008   DCAF opens an office in Ljubljana to host the PCC Secretariat.

2011   DCAF and Frontex sign a Working Agreement on cooperation in the field of border management.

DCAF receives a shared mandate from the Swiss Agency for Development and Cooperation (SDC) for programmes in Bulgaria and Romania on asylum, migration and human trafficking.

2012   DCAF launches the Police Integrity Building Programme.

DCAF launches a multi-year regional Framework Project on Fostering Parliamentary Oversight of the Security Sector in the Western Balkans.

DCAF receives a mandate from the SDC to facilitate the implementation of a multi-year Swiss Regional Police Cooperation Programme in the Western Balkans 2012–2016.

DCAF's activities in Southeast Europe in 2012 focused on regional police and border police cooperation, parliamentary assistance, gender mainstreaming in security sector governance (SSG) and civil society empowerment. DCAF also supported the government of Switzerland in the implementation of three Swiss-sponsored programmes in the Western Balkans.

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

Regional Cooperation

Police Programme for Southeast Europe

Effective, efficient, and people-centred police play a vital role in ensuring the security of the state, its citizens, and their human rights. Through its Police Programme for Southeast Europe, DCAF helps police operate according to national and international law, human rights standards, and good policing practices. DCAF promotes democratic policing principles and aims to ensure that police are functional, accountable and governed by the rule of law.

In 2012, DCAF's Police Programme for Southeast Europe focused on the following three areas: fostering regional police cooperation, building police integrity, and improving management capacities in public administration.

- *Support for the implementation of the Police Cooperation Convention for Southeast Europe*

During 2012, DCAF continued to support the implementation of the Police Cooperation Convention for Southeast Europe (PCC) by hosting the PCC Secretariat at the Centre's office in Ljubljana.[29] The Convention – ratified by Albania, Austria, Bosnia and Herzegovina, Bulgaria, Hungary, Macedonia, Moldova, Montenegro, Romania, Serbia, and Slovenia – aims to improve strategic police collaboration in the region and gradually bring it in line with European Union (EU) standards. The PCC is chaired by the Contracting Parties on a six-month rotating basis, thereby fostering regional ownership and allowing varied chairmanship priorities. The Secretariat supports the meetings of the PCC statutory decision-making bodies and various expert groups and networks, in order to facilitate discussion about operational measures for implementing the Convention.

In 2012, DCAF conducted capacity building activities on various practical aspects of PCC implementation, including field and tabletop exercises in the areas of cross-border surveillance and hot pursuit. The regional exchange of alerts regarding altered travel documents, launched in 2012, additionally strengthened operational police collaboration in Southeast Europe.

- *Police Integrity Building Programme*

The DCAF Police Integrity Building Programme (PIBP) aims to develop and strengthen mechanisms for ensuring accountable, ethical, and transparent police services that take effective measures to curb police corruption.

An integral part of the PIBP is the *Toolkit on Police Integrity* – a practical manual intended to support police services and policy makers in recognizing and addressing corruption as well as encouraging government bodies and civil society organisations to practice effective oversight. The Toolkit was developed by DCAF with support from the Norwegian Ministry of Foreign Affairs and launched in 2012.[30]

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[29] www.pccseesecretariat.si
[30] www.dcaf.ch/Publications/Toolkit-on-Police-Integrity

The PIBP is organised around a two-track strategy to facilitate the adoption of best practices outlined in the Toolkit. The first track involves the development of tailor-made programmes designed to meet the beneficiary country's needs, as requested. The second track involves the development of standalone tools, such as e-learning modules, training tools and courses, which will be made generally available to relevant security sector personnel and civil society organisations.

In September 2012, DCAF introduced the Toolkit at the 'Third Regional Conference on Police Integrity and Internal Control' in Veles, Macedonia. This two-day event, organised jointly with the Organization for Security and Co-operation in Europe (OSCE) and the Macedonian Ministry of Interior, involved participants from the Ministries of Interior of Albania, Bulgaria, Croatia, Macedonia, Montenegro, Romania, Serbia, and Turkey. The Toolkit is available in English as well as Albanian, Croatian, Macedonian, and Serbian. Translations into other languages are forthcoming.

- *Support to the Serbian Ministry of Interior*

During 2012, DCAF continued to support the implementation of two multi-year projects mandated by the Serbian government and the Swedish International Development Cooperation Agency, aimed at modernising the Serbian Ministry of Interior in accordance with European standards.

The first project, entitled 'Development of Strategic Management Capacity in the Ministry of Interior of the Republic of Serbia', aims to enhance strategic management skills within the Ministry and its General Police Directorate, in order to improve management practices and contribute to the implementation of the Development Strategy of the Ministry of Interior 2011–2016. In 2012, the target group of 60 mid- and senior-level managers completed a series of internationally accredited courses covering general management, leadership development, performance management, as well as public policy and change management.

The second project, entitled 'Introduction of a Modern Human Resources Management Concept to the Ministry of Interior of the Republic of Serbia', aims to prepare the Ministry for human resources management (HRM) reform through raising awareness, building capacity, and providing assistance with the drafting of a comprehensive HRM strategy. During 2012, DCAF completed the preparatory phase of the project, briefed the Minister of Interior and his senior staff on the project's objectives, organised a series of workshops on modern HRM concepts, prepared a baseline analysis of the HRM capacity in the Ministry, and conducted study visits with high-level Ministry delegations to Austria, the Czech Republic, and the UK.

DCAF's work on these projects with the Serbian Ministry of Interior continues in 2013.

Regional Cooperation

Border Security Programme in the Western Balkans

The DCAF Border Security Programme supports the governments of Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, and Serbia in establishing modern border security organisations. These countries receive comprehensive assistance, ranging from national capacity building to the development of regional cooperation mechanisms. The Programme engages ministers of Interior, border police chiefs and officers, and experts, allowing for the exchange of best practices, the identification of regional needs, and the development of mutual trust.

Since January 2012, the DCAF Border Security Programme has been restructured to respond to new priorities in fostering cross-border cooperation between beneficiary countries. These priorities were outlined in the Ministerial Declaration produced at the Ninth Annual Ministerial Review Conference held in Skopje, Macedonia in March 2012 as well as the subsequent Regional Action Plan 2012–2015. They include, among others, developing common and coordinated border police operations in the region, improving education and training, harmonising Southeast European border services' practices with EU and Schengen standards, as well as developing policies to enhance citizen security while supporting the free movement of people, goods, and ideas. In 2012, DCAF organised 18 workshops, seminars, and expert meetings for border security professionals from the Western Balkans, and developed two common and coordinated border police operations in the region to support the implementation of these objectives. Ongoing work in this area continues in 2013.

Strengthening Intelligence Oversight in the Western Balkans

Throughout 2012, DCAF continued work on a two-year project on 'Strengthening Intelligence Oversight in the Western Balkans'. The project examines parameters of intelligence oversight by parliamentary committees and autonomous bodies such as ombuds-institutions, supreme audit institutions, data protection commissions, and expert intelligence oversight bodies. The project is sponsored by the Dutch Ministry of Foreign Affairs, and it produced two major results in 2012:

- The publication of *Overseeing Intelligence Services: A Toolkit*, which contains policy-relevant guides on the oversight of specific aspects of intelligence services' activities, as well as on the design, establishment, and improvement of independent oversight bodies. The Toolkit was written by leading experts on intelligence governance and includes examples from 28 countries around the world.[31]

- The organisation of a regional conference in Ljubljana on 'Bringing Together the Watchdogs: Evaluating and Enhancing the Oversight of Intelligence Services in the Western Balkans'. The conference brought together parliamentarians as well as civil society and media representatives to

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[31] www.dcaf.ch/Publications/Overseeing-Intelligence-Services-A-Toolkit

address issues such as the protection and promotion of human rights in the work of intelligence services, the role of journalists in the oversight of intelligence services, and the evaluation of intelligence oversight systems.

Integration of gender into security sector governance processes in Southeast Europe

Mainstreaming gender in security sector reform (SSR) remained an important area of DCAF's work in Southeast Europe in 2012. At the regional level, DCAF sustained cooperation with the Women Police Officers Network in South East Europe (WPON) by providing training on internal advocacy to the WPON Council. DCAF additionally supported the Regional Arms Control Verification and Implementation Assistance Centre (RACVIAC) by providing guidance on the mainstreaming of gender into SSR to security sector professionals from across Southeast Europe. A number of endeavours focusing on gender mainstreaming were also undertaken at the bilateral level :

In **Albania**, DCAF, in cooperation with UN Women, supported the Albanian National Police and Ministry of Defence in the preparation of institutional gender self-assessments based on DCAF's *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector*, to be conducted in 2013.

In **Bosnia and Herzegovina**, DCAF, in cooperation with the Sarajevo-based partner organisation The Atlantic Initiative, continued the implementation of a three-year project on gender and justice reform. The project focuses on three interrelated areas of activity :

- Increasing the capacity of the Bosnian judges and prosecutors to mainstream gender in their work ; in particular, by supporting an evaluation and monitoring programme for the Judicial and Prosecutorial Training Centre of the Federation of Bosnia and Herzegovina in Sarajevo as well as the development of a toolkit for judges on the evaluation and sentencing of domestic violence cases.

- Supporting the Association of Women Judges (AWJ) – a key stakeholder of the justice system in Bosnia and Herzegovina – in the areas of strategic planning, capacity building, external communication and outreach, as well as the individual professional development of AJW members.

- Conducting a country-wide research project to identify the implications of gender at the structural and procedural levels in the court system of Bosnia and Herzegovina.

In **Serbia**, DCAF supported the National Action Plan for the implementation of UN Security Council Resolution 1325 on Women, Peace and Security by addressing

gender-based discrimination within security sector institutions through a series of roundtables and policy briefs for the Serbian government.

Fostering Parliamentary Oversight of the Security Sector in the Western Balkans

In 2012, DCAF launched a multi-year regional Framework Project on Fostering Parliamentary Oversight of the Security Sector in the Western Balkans. The Framework Project supports national parliaments in fulfilling their constitutional roles as legislative and oversight bodies in the field of security and defence. The project has a planned duration of 36 months and offers context-oriented support to parliamentary defence and security committees as well as intelligence oversight committees in Bosnia and Herzegovina, Macedonia, Montenegro, and Kosovo*. It foresees, among other activities, raising awareness of international norms and good practices, building capacity, including through roundtables and study visits abroad, fostering regional cooperation and information exchange, providing advice on policy documents and legislation, and disseminating knowledge products in local languages. Encouraging the harmonisation of national laws, procedures, and practices with European standards is central to the project.

In 2012, the regional Framework Project on Fostering Parliamentary Oversight of the Security Sector in the Western Balkans held two regional and 12 national capacity building events, the most important of which are listed below:

Bosnia and Herzegovina	• Provided a series of capacity building activities to strengthen parliamentary oversight mechanisms in the Parliamentary Assembly of Bosnia and Herzegovina, in response to assistance requests from the Joint Committee on Defence and Security and the Joint Committee on Supervision of the Work of Intelligence and Security Agency of Bosnia and Herzegovina. • Funded and trained expert staff hired by the Office of the Parliamentary Military Commissioner for Human Rights of Bosnia and Herzegovina.
Kosovo*	• Organised a series of capacity building and advisory support activities customized for local legislative authorities on issues related to security oversight and democratic governance, in line with European standards. • Translated six DCAF publications on security sector governance and oversight into Albanian and Serbian languages.

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* The Kosovo Assembly declared the territory's independence on 17 February 2008. While 36 member states of the DCAF Foundation recognised the independence of Kosovo, 24 member states did not do so, and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

Macedonia[‡]	• Organised two capacity building seminars addressing the role of parliament in financial oversight of security sector institutions jointly with the Committee for Supervising the Work of the Security and Counter-Intelligence Directorate and the Intelligence Agency. • Facilitated the engagement of a local civil society organisation in a 'Comparative Analysis of Regional Practice for Parliamentary Financial Oversight of Intelligence Services'.
Montenegro	• Conducted comprehensive consultations with members and staff advisors of the parliamentary Committee on Defence and Security to determine assistance needs and prepare the programming of future training events. • Sponsored the participation of several members of parliament and parliamentary staff advisors in two regional parliamentary conferences and three training seminars on topics related to security governance. • Initiated contact with the National Audit Office and the Council for Civilian Control of Police Operations – two institutions actively involved in the oversight of the security sector in Montenegro.
Regional track	• Organised a training seminar in Montenegro on financial oversight of the security sector for parliamentary staff advisors from Southeast Europe. • Organised a regional conference on 'Bringing Together the Watchdogs: Evaluating and Enhancing the Oversight of Intelligence Services in the Western Balkans' for a wide range of stakeholders, including members of parliament and parliamentary staff.[32]

Civil Society Capacity Building Programme in the Western Balkans

In 2012, DCAF continued to support regional and bilateral activities for civil society organisations (CSO) from the Western Balkans.

In March 2012, a consortium of seven think tanks launched a regional *Almanac on Security Sector Oversight in the Western Balkans*[33], which includes seven case studies and a chapter covering the methodology developed during the project 'Civil Society Capacity Building to Map and Monitor Security Sector Reform in the Western Balkans, 2009–2011'. The Almanac is a major product of this project, conducted by DCAF and the Belgrade Centre for Security Policy (BCSP) from 2009 to 2011. The main objective of the project was to build the capacity of CSOs

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[‡] Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".
[32] For more information, see p. 74.
[33] www.bezbednost.org/All-publications/4628/Almanac-on-Security-Sector-Oversight-in-the.shtml

from the Western Balkans to map, oversee, and provide an independent, evidence-based evaluation of SSR processes in the region.

DCAF's regional activities in the area of civil society empowerment in 2012 included capacity building events, such as the 12th Young Faces Network Conference on 'Oversight of Intelligence Agencies' – organised for young professionals engaged in security sector reform from across the Western Balkans – and a regional seminar on 'EU Integration and National Security, Justice and Human Rights' for researchers at CSOs from the region.

Furthermore, in 2012, DCAF supported several local research, advocacy, and training projects conducted by CSOs from the Western Balkans. An overview of selected bilateral CSO assistance activities is listed below:

Albania	• Supported the Institute for Democracy and Mediation in Tirana by conducting a media training programme, comprising eight workshops for journalists and media professionals with the aim of developing comprehensive understanding and reporting on SSR and SSG in Albania. • Supported the organisation of a roundtable discussion on draft legislation concerning private security companies in Albania and contributed towards the conference 'Twenty Years of SSR in Albania', which aimed to evaluate key reforms, discuss future challenges, and identify new legal and political reforms necessary for better security sector governance.
Bosnia and Herzegovina	• Supported the Centre for Security Studies, based in Sarajevo, in the research for the publication of *Review of Police in Bosnia and Herzegovina*, which examines the legal provisions of existing police structures and analyzes police reforms in relation to the legal framework.
Serbia	• Co-organised a session on cyber security during the Belgrade Security Forum 2012 and supported a conference on SSR, organised by the BCSP, which addressed the achievements and challenges of Serbia's security policies and reforms to date.

Supporting Swiss Programmes in Southeast Europe

DCAF supports the Swiss Agency for Development and Cooperation (SDC) and the Swiss Federal Department of Defence, Civil Protection and Sport in the implementation of several Swiss-sponsored programmes in Southeast Europe.

• *Swiss Regional Police Cooperation Programme in the Western Balkans*

In 2012, DCAF was mandated by SDC to design, manage, and oversee the implementation of the Swiss Regional Police Cooperation Programme in the Western Balkans (SPCP 2012–16). The SPCP 2012–16 selects and co-finances

regional initiatives that facilitate regional strategic police cooperation, promote regional networks, foster capacity and knowledge building, and support operational cross-border exercises. The programme seeks to strengthen regional police cooperation in the Western Balkans during the period 2012–16 with the aim of ensuring a more efficient and effective approach towards handling organised and serious crime.

During the second half of 2012, DCAF conducted an outreach phase to promote the Programme in the region. As part of this outreach, Ministers of Interior of the Western Balkan states, as well as regional stakeholders and international organisations were invited to submit project proposals, with the first grants under SCPC 2012–16 to be awarded in 2013.[34]

- *Swiss support to the Peace Support Operations Training Centre in Bosnia and Herzegovina*

In 2012, DCAF's International Security Sector Advisory Team (ISSAT) supported the Swiss Federal Department of Defence, Civil Protection and Sport by carrying out an introductory training on 'Peace Support Operations and SSR' for the Peace Support Operations Training Centre (PSOTC) in Bosnia and Herzegovina. The training was part of the Swiss government's three-year progressive strategy to build PSOTC's capacity to conduct SSR trainings.

- *Swiss Intermediary Body – Romania and Bulgaria*

In 2011, the SDC designated DCAF to be part of the implementing agency – the Swiss Intermediary Body (SIB) – responsible for the management of migration-focused projects in Romania and Bulgaria. The project's objective is to build the capacity of the relevant Romanian and Bulgarian authorities through knowledge sharing on experience and best practices with Swiss authorities, in particular with the Swiss Coordination Unit Against the Trafficking of Persons and Smuggling of Migrants and the Swiss Federal Office for Migration.

During 2012, DCAF managed operational capacity building and internal training programmes for the Romanian General Inspectorate for Immigration and the Romanian National Agency Against Trafficking in Persons, regarding aspects of irregular migration, asylum, and human trafficking. A similar project will be implemented in 2013 with the Bulgarian Migration Directorate, involving the exchange of experience and support to the infrastructure and internal training of the Bulgarian authorities on migration.

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[34] For more information, see www.SPCP2012-16.ch

Regional Cooperation

Key results 2012:

- Reorganised the Border Security Programme in the Western Balkans to respond to new priorities in fostering cross-border cooperation between beneficiary countries and supported these countries in conducting two common and coordinated border police operations in the region.

- Launched the *Toolkit on Police Integrity* – a practical manual intended to support police services in recognizing and tackling corruption.

- Began the implementation of the project on 'Introduction of a Modern Human Resources Management Concept to the Ministry of Interior of the Republic of Serbia'.

- Launched a multi-year regional Framework Project on Fostering Parliamentary Oversight of the Security Sector in the Western Balkans.

- Received a mandate from the Swiss Agency for Development and Cooperation to design, manage, and oversee the implementation of the Swiss Regional Police Cooperation Programme in the Western Balkans in 2012–2016.

- Supported the development of a pilot training evaluation and monitoring programme for the Judicial and Prosecutorial Training Centre of the Federation of Bosnia and Herzegovina in Sarajevo; additionally launched a state-wide research project to identify the implications of gender on the administration of justice by courts in Bosnia and Herzegovina.

For detailed information about DCAF's programmes in Southeast Europe, see www.dcaf.ch/Region/Southeast-Europe

Newly Independent States

Milestones:

2000   Russia and Ukraine are among the founding members of DCAF.

2001   Georgia joins DCAF.

DCAF supports the Inter-Parliamentary Assembly of the Commonwealth of Independent States (CIS) in drafting model laws on parliamentary oversight of the military and peace support operations.

2002   Armenia, Azerbaijan, Belarus, and Moldova join DCAF.

DCAF publishes *Russian Federation Legal Acts on Civil-Military Relations: Collection of Documents* and *Commentaries*.

2004-2009   Close cooperation with the Defence and Security Committee of the Verkhovna Rada (parliament) of Ukraine.

2005   Regional Parliamentary Conference for CIS Parliamentarians with UNDP.

First Regional Conference on Defence Institution Building Issues for the Caucasus.

DCAF publishes *The Security Sector Legislation of Ukraine*, containing some 30 laws that DCAF helped draft.

2006   First Regional Roundtable for CIS Ombudspersons with UNDP.

2006-2009   Close cooperation on intelligence oversight and reform with the Security Service of Ukraine.

2006-2012   DCAF manages the Expert Twinning programme for the staff of the Ministry of Defence of Ukraine.

2009-2012   First national roundtables on human rights in the armed forces with the governments of Armenia, Azerbaijan, Georgia, Tajikistan, Turkmenistan, in cooperation with OSCE ODIHR.

2011   Kyrgyzstan joins DCAF.

2012   Kazakhstan joins DCAF as a permanent observer.

Ombuds-institutions from Kyrgyzstan and Tajikistan participate for the first time in the 'International Conference of Ombuds-Institutions for Armed Forces'.

In June 2012, the Republic of Kazakhstan joined DCAF as a permanent observer, thus bringing the total number of countries from Eastern Europe and Central Asia to nine – including Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, and Ukraine.

During 2012, DCAF laid the foundations for cooperation with Central Asian national border security services with a view to assisting them in the creation of modern and efficient border security systems. Several bilateral and multilateral negotiations

took place throughout the year for this purpose in Astana, Bishkek, Budapest, Dushanbe, and Riga, which were organised in cooperation with the United Nations Development Programme (UNDP)–European Union (EU) Border Management Programme in Central Asia (BOMCA 8) as well as with DCAF's long-standing partners such as the Hungarian Ministry of Interior. These negotiations resulted in an initial outline of an assistance package in border security activities, ranging from national capacity building to the development of regional cooperation mechanisms in the areas of education and training, risk analysis, and criminal intelligence and investigation.

Detailed negotiations on the transformation of the project outline into a full-fledged, multi-year programme are under way. The programme is scheduled to start in the second half of 2013 as part of DCAF's contribution to the Swiss Chairmanship-in-Office of the Organization for Security and Co-operation in Europe (OSCE) in 2014.

In a related move, DCAF supports the OSCE Border Management Staff College (BMSC) in Dushanbe in the development of a 12-month training course on 'Border Security and Management' for mid- and senior-level border security professionals from the entire OSCE area. Border security academies of the five Central Asian states have expressed interest in developing, together with DCAF, a similar training course focusing specifically on Central Asia.

As in previous years, DCAF's activities in the Newly Independent States region in 2012, beyond the frameworks of the EU, North Atlantic Treaty Organization (NATO), or OSCE frameworks, were conducted on a bilateral basis. The majority of these focused on Ukraine, but standalone projects were also conducted in Armenia, Azerbaijan, Georgia, Kyrgyzstan, Moldova, and Tajikistan, the most significant of which are outlined in the table below:

Armenia	• Provided lectures on defence policy-making and planning as well as defence management to Armenia's Senior Officer Course at the Armed Forces Staff College. • Co-facilitated with the OSCE Office in Yerevan the visit of a high- and mid-level delegation of Armenian parliamentarians as well as defence and police officials to DCAF, Geneva-based and Swiss Federal institutions as part of a fact-finding and discussion programme on security sector governance issues. • Participated in the Ministry of Foreign Affairs' and NATO International Staff's seminar on 'Enhancing Cooperative Security: The Added Value of NATO's New Partnership Policy' in Yerevan, focusing on the governance framework for security sector oversight. • Established a Memorandum of Understanding with the Parliament of Armenia on cooperation in 2013. • OSCE Office in Yerevan translated and published DCAF's *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices* into Armenian.

Azerbaijan	• Contributed the component on democratic control of armed forces to a seminar on 'Ministry of Defence and Parliamentary Relations', jointly organised by the Azerbaijani Ministry of Defence and the George C. Marshall Center, Garmisch-Partenkirchen. • Supplied an expert on defence integrity building to the workshop on 'Reform Initiatives for Caucasian Security Institutions' for parliamentarians and civil society organisations, organised by the Peace and Conflict Resolution Center, Baku.
Georgia	• Conducted visits to the Parliament of Georgia, Ministry of Defence, and non-governmental organisations as a follow-up to cooperation requests following the election of the new government in 2012. Agreed on possibilities for cooperation regarding capacity development issues in 2013, principally related to defence reform and parliamentary oversight issues. • Supported the UN Women cross-regional project 'Women Connect Across Conflicts' by organising national consultations and a training workshop on Georgia's National Action Plan for the implementation of UN Security Council Resolution 1325 on Women, Peace and Security. • Provided commentary to the draft law on 'The Military Ombudsman of the Georgian Parliament'.
Kyrgyzstan	• Facilitated the visit of a group of Kyrgyz parliamentarians to Riga, Latvia, via close cooperation with the Latvian Ministry of Defence, on a fact-finding mission on the legal and political framework for democratic transition and SSG processes. • Contributed briefings on parliamentary oversight to a Kyrgyz parliamentary delegation as part of a programme on security topics organised by the George C. Marshall Center, Garmisch-Partenkirchen and the German *Bundestag* in Berlin. • Analysed and provided commentary on Kyrgyz security sector legislation in order to identify priority areas for legislative activity on oversight issues. The findings were made available to national stakeholders. • Deepened partnership with the OSCE Centre in Bishkek in the framework of a tripartite OSCE Bishkek–DCAF–French Ministry of Interior Memorandum of Understanding on a Crisis Management Situation Room to be established in the Office of the Prime Minister of Kyrgyzstan in 2013. • The Ombudsman of Kyrgyzstan attended for the first time the 'Fourth International Conference of Ombuds-Institutions for Armed Forces' in Ottawa, Canada. • Organised a conference on the 'Role of Civil Society in Democratic Transition', in Bishkek in May 2012, to focus on key security governance issues. • Participated in the Regional Ombudsman Conference in Bishkek and Issyk-Kul.

	• Began the composition of an *Almanac on Security Sector Governance in Kyrgyzstan*. • Published a survey of the status and needs of security sector reform (SSR) in Central Asian states.[35]
Moldova	• Fifteen station commanders and mid-level border security managers from field stations and the Chisinau Border Police Academy completed the DCAF–EU Border Assistance Mission to Moldova and Ukraine (EUBAM) advanced distance learning course on 'Modern Border Control Practices and Related EU Standards'. • Translated into Romanian, for publication in 2013, *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices*.
Tajikistan	• Co-organised capacity building seminars on 'Human Rights in the Armed Forces' with a local NGO, Amparo, and the Tajikistan Ombudsman's office in Dushanbe. Participants included the Ministry of Foreign Affairs, Ministry of Defence, the Prosecutor's Office, the National Centre of Legislation of the President, the Ombudsman's staff, and NGOs. • The Ombudsman of Tajikistan attended for the first time the 'Fourth International Conference of Ombuds-Institutions for Armed Forces' in Ottawa, Canada. • Assessed the security sector legislation of Tajikistan in order to identify priority areas for legislative activity on oversight issues. The findings were made available to national stakeholders and will be published in 2013. • Translated into Tajik the DCAF–OSCE Office for Democratic Institutions and Human Rights *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*.[36]
Ukraine	• Sustained cooperation with long-standing national partners, including the Ministry of Defence and the Parliament of Ukraine, the National Defence Academy, the Security Service of Ukraine (SBU), the NATO Liaison Office, the NATO Information and Documentation Centre, and a variety of civil society actors. • Fifteen station commanders and mid-level border security managers from field stations and the Khmelnytskyi Border Police Academy completed the DCAF–EUBAM advanced distance learning course on 'Modern Border Control Practices and Related EU Standards'. • Assessed the national legislative framework for security sector oversight and published an updated version of *The Security Sector Legislation of Ukraine*.[37]

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[35] www.dcaf.ch/Publications/Security-Sector-Reform-in-Central-Asia
[36] www.dcaf.ch/Publications/Handbook-on-Human-Rights-and-Fundamental-Freedoms-of-Armed-Forces-Personnel
[37] www.dcaf.ch/Publications/Security-and-Defence-Sector-Legislation-of-Ukraine

- Co-organised an annual conference on 'Human Rights and Fundamental Freedoms in Security Sector Governance' with the SBU and contributed to the conference on the interaction between the security sector and civil society.

- Contributed to a number of discussions on Ukraine's non-bloc defence policy and the international conference on the 'Transformation of National Security Concepts in the Light of New Global and Regional Challenges', organised by the National Institute of Strategic Studies under the President of Ukraine.

- Translated and published several DCAF publications in the Ukrainian language, including publications on civil-military relations, defence institution building, arms export control, defence management and integrity building, and a collection of model legislation from European democracies.

Key results 2012:

- Kazakhstan joined DCAF as a permanent observer.

- Thirty station commanders and mid-level border security managers from Moldova and Ukraine completed the DCAF–EUBAM advanced distance learning course on 'Modern Border Control Practices and Related EU Standards'.

- Completed the outline of an extensive border management assistance programme within the Central Asian region set to commence in 2013.

- Ombuds-institutions from Kyrgyzstan and Tajikistan participated for the first time in the 'International Conference of Ombuds-Institutions for Armed Forces'.

- Sustained cooperation with security governance stakeholders in the Caucasus and Central Asia at national and regional levels, as well as in Ukraine at the national level.

- Published a survey of the status and needs of SSR in Central Asia.

- Assessed the legislative framework for security sector oversight in Kyrgyzstan, Tajikistan, and Ukraine to identify priorities for subsequent reform activities.

For detailed information about DCAF's programmes in the Newly Independent States, see
www.dcaf.ch/Region/Eastern-Europe-and-Central-Asia

Middle East and North Africa

Milestones:

2005   DCAF creates the Middle East and North Africa Programme.

DCAF launches a comprehensive security sector governance programme in the occupied Palestinian territory and opens an office in Ramallah.

2006   DCAF begins cooperation with the Moroccan authorities on the implementation of the recommendations made by Morocco's Equity and Reconciliation Commission.

2007   Lebanon joins DCAF.

2009   DCAF opens an office in Beirut.

2011   Popular revolts lead to political change in Tunisia, Egypt, Libya, and Yemen.

DCAF launches a comprehensive security sector governance assistance programme in Tunisia and opens an office in Tunis. Tunisia joins DCAF.

2012   DCAF creates a Trust Fund for Security Sector Development Assistance in North Africa and establishes a presence in Tripoli, Libya

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

Societies in countries affected by the Arab Spring quickly identified security sector reform (SSR) as an indispensible element for safeguarding the democratic transition, restoring public confidence in the state and its institutions, and ensuring long-term stability. In 2011–2012, DCAF faced a surge in requests for assistance on reforming security sectors, and began to provide its services to the newly elected governments of Egypt, Libya, and Tunisia. In 2012, DCAF established a permanent presence in Tripoli to facilitate the implementation of the Centre's nascent SSR programming in Libya. Additionally, DCAF provided support, for the first time, to the United Nations Support Mission in Libya. This multi-mission mandate aimed to support the development by Libyan authorities of a Defence White Paper to guide the transformation of Libyan defence institutions.

To provide a better overall response to increasing demands on the ground and donors' expectations, a DCAF Trust Fund for Security Sector Development Assistance in North Africa was established in June 2012. The Trust Fund supports DCAF's activities in Egypt, Libya, Morocco, and Tunisia. It is designed to ensure that DCAF is able to respond rapidly and flexibly to local demands, and serves as a coordination platform for donors who wish to contribute to DCAF's work on

SSR in the region, in line with the Organisation for Economic Co-operation and Development (OECD) Paris Declaration on Aid Effectiveness. The Trust Fund is structured as a pooled funding mechanism, governed by the contributing donors who meet in the Trust Fund's Steering Committee several times a year. Via the Steering Committee, donors provide strategic guidance and oversight to DCAF's work in the region. Response from donors has been very positive, with overall pledges and contributions exceeding 5 million Swiss francs at the end of 2012. The governments of Luxembourg, the Netherlands, Slovakia, Sweden, and Switzerland were the first to support the initiative.

Alongside North Africa, DCAF continued its work in the occupied Palestinian territory through supporting the capacity of the Palestinian National Authority, the Palestinian Legislative Council, and various security forces to deliver security to the Palestinian people in an efficient, transparent, and accountable manner. DCAF also worked with governments, parliaments, and civil society organisations to contribute to local and regional SSR initiatives in Algeria, Iran, Iraq, and Lebanon. The Centre also sustained dialogue on security sector governance issues with Qatar and several other Gulf Cooperation Council countries.

To support ongoing programmes, DCAF regularly publishes and disseminates Arabic translations of DCAF publications and knowledge products, which in 2012 included: the handbook on O*versight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector*, the compendium of best practices on *Building Integrity and Reducing Corruption in Defence*, and a tool on *Implementing the Women, Peace and Security Resolutions in Security Sector Reform*.

DCAF's most important country-specific projects in the Middle East and North Africa in 2012 are outlined in the table below:

Egypt	• Responded to requests from the Egyptian government and relevant stakeholders for expertise concerning SSR and democratic control of armed forces.
Iraq	• Contributed to a parliamentary capacity building programme for members of the Council of Representatives of Iraq (the parliamentary body of Iraq).
Libya	• Established a permanent DCAF presence in Tripoli. • Established a network of key security sector stakeholders amongst the armed forces as well as legislative and executive bodies. • Initiated a dialogue with the General National Congress (the parliamentary body of Libya) on conducting an assistance programme to strengthen parliamentary oversight of the security sector.

	• Facilitated exchanges between Libyan officials from the Ministry of Interior, Ministry of Defence, and their counterparts in other states of North West Africa on national security policies in the aftermath of the 2011 revolution. • Provided the UN Support Mission in Libya (UNSMIL) with advice and insight from experience on Defence White Paper processes so as to reinforce the UN's support of the Libyan authorities in developing and finalising the draft of their document *Towards a Defence White Paper*.
Morocco	• Continued to provide *ad hoc* assistance to the Moroccan government, parliament, and civil society on implementing the recommendations made by Morocco's Truth and Reconciliation Commission. • In cooperation with the University of Casablanca, developed a curriculum for an executive Master's programme in SSG.
Occupied Palestinian Territory	• In cooperation with the Office of the President of the Palestinian National Authority (PNA), helped consolidate Community Safety Councils and develop strategic Community Safety Plans in several governorates in the West Bank. • Supported the amendment of the PNA complaint handling system dealing with citizens' complaints against security forces and provided training to the staff of complaint handling units. • Helped promote a new draft law on Access to Information and placed it on the agenda of the Palestinian Legislative Council. • Facilitated an expert working group to elaborate policy options for the PNA in bringing the Palestinian military justice system in line with international standards. • In cooperation with Al-Istiqlal University, developed and conducted a 'whole-of-government' training course on good governance of the security sector for Palestinian civil servants and security officers. • Trained journalists in the coverage of security issues and the monitoring of police and security forces' activities. Developed a training manual on the role of the media in security sector governance and oversight. • Completed the review of the legal framework governing the security of Palestinian women and girls, submitted relevant recommendations to the PNA, and published policy briefs on various aspects of the security of Palestinian women. • Completed an institutional gender assessment of Al-Istiqlal University and provided recommendations on how to increase gender mainstreaming in the areas of student and staff representation, complaint handling procedures, physical training, and behaviour change communication.

Tunisia	• Supported the development and implementation of a two-year action plan for improving relations between the Ministry of Interior, security forces, and citizens. Completed a review of the Ministry's external communication strategy and supported the Ministry in reviewing a legal and institutional framework for reform as well as in improving its strategic management capacity. Supported the participation of Tunisia's then Minister of Interior (and now Prime Minister) Mr. Ali Laarayedh in a high-level special discussion in Geneva on 'The Arab Spring and Democratization: The Role of Security Sector Reform', organised jointly with the United Nations Office at Geneva.
	• Began cooperation with the Ministry of National Defence on aligning civil-military relations with international standards. Prepared an agenda for mapping and assessing Tunisia's civil-military relations with senior military and civil defence officials. Supported the Ministry in the drafting of recommendations to the National Constituent Assembly calling for the operationalisation of parliamentary oversight of armed forces.
	• Supported the Ministry of Justice in the assessment of the legal framework governing Tunisia's detention and rehabilitation system.
	• Negotiated a Memorandum of Understanding with the newly established Ministry of Human Rights and Transitional Justice.
	• Provided parliamentary commissions of the National Constituent Assembly with comparative expertise on the inclusion of SSR and SSG provisions in the constitution. Supported *ad hoc* parliamentary committees mandated to investigate cases of police brutality.
	• Finalised preparations for a national review of gender-related aspects of the Tunisian security sector for implementation in 2013. Participated in a national consultation on women, peace, and security as a contribution to the Women's International League for Peace and Freedom project on strengthening women's rights and security in the Middle East and North Africa.
	• Launched a monthly radio talk show, entitled *Le Forum de la Sécurité*, on Radio Tunis Chaîne Internationale (RTCI) – in which representatives from the Ministry of Interior and security forces, the mass media, NGOs, and DCAF discuss pertinent SSR issues in Tunisia.
	• Developed and launched *Marsad* – an online Tunisian security sector observatory covering media articles on Tunisian SSR and SSG.[38]
	• Published a detailed index of Tunisia's security sector legislation covering the period 1956 to 2011 and developed an electronic legal database that gives access to laws, decrees, and other judicial texts in the Arabic and French languages.[39]

[38] www.observatoire-securite.tn
[39] www.legislation-securite.tn

Regional Cooperation

Key results 2012 :

- Established a DCAF Trust Fund for Security Sector Reform Assistance in North Africa.

- Established a DCAF presence in Tripoli, Libya.

- Sustained strategic cooperation with the Ministry of Interior of Tunisia on improving relations and communication between Tunisia's security forces and citizens.

- Helped develop Community Safety Plans and supported the institutionalisation of Community Safety Councils of the governorates of the West Bank.

For detailed information about DCAF's programmes in the Middle East and North Africa, see
www.dcaf.ch/Region/Middle-East-and-North-Africa and http://dcaf-tunisie.org/

Africa

Milestones:

2000   Nigeria is among the founding members of DCAF.

2001   South Africa and Côte d'Ivoire join DCAF.

2004   DCAF and the ECOWAS Parliament sign a Memorandum of Understanding establishing a strategic partnership.

DCAF holds a regional Foundation Council meeting in Nigeria.

2009   Burkina Faso joins DCAF.

DCAF signs Memoranda of Understanding with the Southern Africa Defence and Security Management Network as well as with the African Security Sector Network in order to facilitate operational collaboration.

The South African Department of Defence and DCAF sign a Joint Undertaking on Security Sector Reform and Governance.

DCAF holds a regional Foundation Council meeting in South Africa.

2010   DCAF and ECOWAS Commission sign a Memorandum of Understanding on promoting good security sector governance in ECOWAS Member States.

Burundi joins DCAF; the African Union attends ISSAT's Governing Board meeting as an observer.

2011   Ghana, Mali, and Senegal join DCAF; the African Development Bank attends ISSAT's Governing Board meeting as an observer.

The ECOWAS Council of Ministers adopts the Code of Conduct for Armed Forces and Security Services of ECOWAS.

2012   Since its establishment, DCAF has delivered SSR support in 20 sub-Saharan African countries (Botswana, Burkina Faso, Burundi, Central African Republic, Côte d'Ivoire, Democratic Republic of the Congo, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Mali, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Uganda, and Zimbabwe).

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

The ombuds-institutions of Burkina Faso, Burundi, and Senegal participate for the first time in the 'International Conference of Ombuds-Institutions for Armed Forces'.

Sub-Saharan Africa remains one of the top priorities for DCAF's operational work. In 2012, following an internal reorganisation, DCAF's Africa Programme and Gender and Security Programme were merged to create a new DCAF Division, Operations III. Considering the high profile of the Gender and Security Programme in West Africa, the merger mutually reinforced these two DCAF programmes, allowing not only improved internal coordination, but also for better coherence,

effectiveness, and efficiency on the ground. During the year, Operations III took stock of ongoing and legacy projects as well as explored new opportunities for security sector reform (SSR) and security sector governance (SSG) programming on the African continent.

At a regional level, DCAF continued to further develop the strategic cooperation established with ECOWAS on democratic SSG in West Africa. In October 2012, in Abuja, Nigeria, DCAF and the ECOWAS Parliament officially launched *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*. Inspired by the Inter-Parliamentary Union–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices*, the Guide advocates the principles and best practices of effective parliamentary oversight of the security sector. The launch concluded the first phase of DCAF's collaboration with the ECOWAS Parliament and marked the start of the implementation phase for the Guide at both the regional and national level. This second phase will be carried out in collaboration with the African Security Sector Network (ASSN) and will begin with events planned with the legislatures of Burkina Faso and Liberia. *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians* is available in English, French, and Portuguese.[40]

Also at a regional level, DCAF's International Security Sector Advisory Team (ISSAT) worked in partnership with the African Development Bank, the United Nations (UN), ASSN, and the Embassy of Slovakia in Nairobi to develop the High Level Panel (HLP) on 'Challenges and Opportunities for SSR in East Africa'. Held in October 2012 in Nairobi, Kenya, the HLP brought together over 200 senior government officials and leading experts engaged in security and justice reform in the region. It complemented and built on ongoing discussions around the African Union's (AU) SSR policy framework and the UN's support to SSR. The HLP took place over two days and included discussion on the AU's SSR strategy and experiences from SSR process in Burundi, Somalia, and South Sudan. The event also included a discussion on how the East African Community and the Intergovernmental Authority on Development could advance their respective approaches to SSR.

In 2012, DCAF provided input into the review of the Kofi Annan International Peacekeeping Training Centre's (KAIPTC) pilot training course on SSR and Police Reform. The two-week specialised training course was developed to assist practitioners from West Africa in carrying out their reform duties as part of multilateral / regional missions in post-conflict and peacebuilding environments. The aim of the course was to enhance the knowledge base, skills, and technical competencies of personnel at the operational level.

In the area of policy research DCAF completed a major research project, conducted with a mandate from the International Organisation of La Francophonie (IOF), on ombuds-institutions for the armed forces in francophone Africa. This project's purpose was to explore the functioning of ombuds-institutions for the armed forces

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

in selected francophone African states and to engage these institutions in the ongoing exchange of best practices and experiences within the framework of the International Conference of Ombuds-Institutions for Armed Forces (ICOAF).

One result of this project was the publication of *Ombuds Institutions for the Armed Forces in Francophone Africa: Burkina Faso, Burundi, and Senegal.* The project draws on the work of experts from Burkina Faso, Burundi, and Senegal to examine national ombuds-institutions, their legal status, mandate, strengths and weaknesses, and assess their capacity building needs. The case studies produced include details of complaint handling procedures and provide a snapshot of the state of SSG in each of the three countries, as well as the progress of ongoing reforms.[41] As a practical outcome of the project, in September 2012, ombuds-institutions of Burkina Faso, Burundi, and Senegal attended for the first time the 'Fourth International Conference of Ombuds-Institutions for Armed Forces', co-hosted by DCAF and the National Defence and Canadian Armed Forces Ombudsman in Ottawa.[42]

As in previous years, many of DCAF's regional activities on the African continent in 2012 focused on mainstreaming gender in SSG.

Since 2011, DCAF has been conducting a capacity building project to address the lack of expertise in the integration of gender in the security sector in the Global South. The project's objective is to reduce the dependence of security education and training institutions in the Global South on experts from donor countries by developing the capacity of local institutions, trainers, and practitioners to integrate gender in their programmes. As part of the Gender Capacity Building in the Global South project, DCAF provided expertise and financial support to a Southern African Defence and Security Management Network (SADSEM) capacity building workshop on 'Security, Defence and Gender Training and Education'. Held at the University of Botswana, the workshop brought together lecturers from universities and training centres from Botswana, Malawi, Namibia, South Africa, Tanzania, Zambia, and Zimbabwe.

To strengthen the capacity of civil society to exercise gender-sensitive oversight of the security sector in West Africa, DCAF and its regional partner *Femmes Africa Solidarité* (FAS) organised a second train-the-trainer course on gender and SSR for civil society organisations in the Mano River region. Trainers from the Angie Brooks International Centre (ABIC) and four Mano River Union national chapters of the Mano River Women's Peace Network (MARWOPNET), working on gender, conflict prevention, and peacebuilding issues, participated in the course.

DCAF also participated in the ASSN and the KAIPTC 'Stakeholders' Dialogue on the Impact of and Persisting Challenges to Effective Gender Mainstreaming in

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[41] www.dcaf.ch/Publications/Ombuds-Institutions-for-the-Armed-Forces-in-Francophone-Africa-Burkina-Faso-Burundi-and-Senegal

[42] For more information concerning these activities, see Section III *Global Issues in 2012 / Ombuds-Institutions for the Armed Forces.*

Regional Cooperation

African Security Institutions', which included presenting the findings from DCAF's 2011 survey on the security sector and gender in West Africa.

In parallel with its regional activities, DCAF supported a number of national initiatives in the area of SSR and SSG. A particular emphasis was placed on enhancing the oversight capacity of parliaments as well as working with security sector institutions to help them develop gender-sensitive structures, policies, and practices. Africa also remained the key focus region of ISSAT, which continued to provide support to member states and multilateral organisations in the design and implementation of various SSR programmes throughout the continent.

The table below outlines DCAF's most significant country-specific projects in sub-Saharan Africa in 2012:

Burkina Faso	• Signed a Memorandum of Understanding with the National Assembly of Burkina Faso on building the oversight capacity of parliamentary committees in the field of defence and security, in cooperation with ASSN. • Provided expertise to a study on security challenges in the Nord and Sahel regions of Burkina Faso, in a mandate by the Ministry of Justice and in cooperation with the Danish Institute for Human Rights.
Burundi	• Assisted in evaluating the impact and results of Phase I of the Dutch-sponsored Security Sector Development Programme, including an analysis of the efficiency of the project and implementation structures, at the request of the Dutch Embassy in Burundi. • Assisted the UN Peacebuilding Support Office (PBSO) in conducting a review that examined the impact of Peacebuilding funding on SSR activities in Burundi and Liberia.
Côte d'Ivoire	• Supported the National Police of Côte d'Ivoire in preparations for conducting an institutional gender self-assessment. • Provided expert input to a project on integrating gender into the Armed Forces and Gendarmerie of Côte d'Ivoire, in a mandate by the government of Côte d'Ivoire and with support from the UN Operation in Côte d'Ivoire (ONUCI). • Received a delegation from the subcommittee on Democratic Control of the SSR Working Group created by the government of Côte d'Ivoire to inform and build capacity on democratic control of the security sector. • Supported partner institutions such as the African Center for Strategic Studies (ACSS), the Friedrich Ebert Stiftung (FES), and the West African Network on Security and Democratic Governance (WANSED) by contributing expertise on gender and SSR to their awareness raising and training activities for stakeholders from Côte d'Ivoire.

The Democratic Republic of the Congo (DRC)	• Supported the United Kingdom in an evaluation of its five-year Security Sector Accountability and Police Programme in the DRC.
Liberia	• Initiated a capacity building project on defence and security for members of the Committee on National Security of the Legislature of Liberia, in a mandate by the House of Representatives and in cooperation with ASSN. • Supported the annual meeting of the umbrella female security sector staff association – Liberia Female Law Enforcement Association (LIFLEA) – in order to reinforce members' engagement and review strategic priorities and internal governance structures of the association. • Supported the UN PBSO in conducting a review that examined the impact of Peacebuilding funding on SSR activities in Burundi and Liberia.
Rwanda	• Supported training at the Rwanda Peace Academy to help the Academy better integrate SSR into its ongoing training courses. The course sought to familiarise participants with the topics of SSR and SSG in relation to peace support operations as well as to train future trainers in SSR; this was conducted through a mandate by the Dutch Ministry of Foreign Affairs and in cooperation with the UN Institute for Training and Research (UNITAR). • Conducted a scoping study on policing in Rwanda with a view to reinforcing the country's training capacity for peacekeeping operations. The objective of the study was to formulate a single comprehensive project proposal combining the various peacekeeping-related requests for funding from the Dutch Stabilisation Fund.
Senegal	• Supported the Ministry of the Armed Forces in the development of a gender strategy for the Armed Forces and in building its internal gender training capacity by providing training of trainers and developing a gender training manual. • Organised capacity building and awareness raising events on the National Action Plan for the implementation of UN Security Council Resolution 1325 on Women, Peace and Security as well as on gender-sensitive SSG for local authorities and civil society actors in the Saint-Louis region; this was conducted in partnership with the Alliance for Migration, Leadership and Development.
Sierra Leone	• Validated the Sierra Leone Police's (SLP) gender self-assessment. Supported the establishment of a dedicated SLP gender unit to assist the SLP in implementing the recommendations of the gender self-assessment. Supported the newly established SLP gender unit by providing training and sponsoring a gender adviser to the unit.

	• Provided a micro-grant and technical assistance to Women in the Security Sector Sierra Leone (WISS-SL) to plan and begin the implementation of a 12-month project promoting women's participation and advancement in all Sierra Leonean security sector institutions. The project includes capacity development for WISS-SL members, awareness raising for the general public, and advocacy within the security sector institutions. • Assisted the Sierra Leone Ministry of Defence's Gender and Equal Opportunities Directorate (GEO) in the drafting of the fraternisation policy and policy against sexual harassment. • Sustained cooperation with the Sierra Leone Ministry of Social Welfare, Gender and Children's Affairs (MSWGCA) on the implementation of a 12-month community project to engage women and men in rural communities as security personnel in Sierra Leone border regions; this was conducted in partnership with the International Organization for Migration.
Somalia	• Provided coaching and training to the UNDP staff embedded within the Research Department of the Somali Observatory of Conflict and Violence Prevention in order to support the development of conflict monitoring indicators as well as effective data collection and analysis in the areas of justice and security. • Supported an assessment that aims to strengthen the UNDP Civilian Police Programme to improve its capacity to support the police service in Somaliland with its response to gender issues.
South Africa	• Supported the South African National Peace Mission Training Centre (PMTC) by delivering a one-week course on 'Gender for Instructors'. This activity is part of DCAF's Gender Capacity Building in the Global South project and aims at equipping the PMTC / South African National Defence Force instructors with the knowledge, skills, and attitude to create a non-discriminatory training environment and integrate gender into military training sessions.
South Sudan	• At the request of the Swiss government, conducted an assessment of the status of democratic control of armed forces in South Sudan with the goal of developing – if appropriate – a Swiss programme on the democratic control of armed forces. The objectives of the review were to identify the sources of international support being provided as well as to investigate the possible collaboration between South Sudan and Switzerland on the issue of democratic control of armed forces.
Uganda	• At the request of the Irish government, conducted an impact evaluation of the training of the Irish Aid police assistance programme in Uganda. The objective of the programme was to establish Ugandan community policing programmes by building the overall capacity of Ugandan trainers in relevant skills.

Key results 2012 :

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

- Organised the High Level Panel on 'Challenges and Opportunities for SSR in East Africa', which was attended by leading policymakers and SSR practitioners from the region and beyond.

- Supported the gender self-assessment by the Sierra Leone Police, which was completed in early 2012, and the Police of Côte d'Ivoire, expected in 2013.

- Supported the establishment of a dedicated gender unit within the Sierra Leone Police to assist in the implementation of the recommendations resulting from the gender self-assessment.

- Contributed to the development of the first-ever gender strategy for the Armed Forces of Senegal.

- Completed a research project on ombuds-institutions for the armed forces in francophone Africa ; ombuds-institutions of Burkina Faso, Burundi, and Senegal attended for the first time the 'Fourth International Conference of Ombuds-Institutions for Armed Forces'.

For detailed information about DCAF's programmes in sub-Saharan Africa, see www.dcaf.ch/Region/Africa

Asia

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

At the regional level, DCAF's work in 2012 focused on supporting the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG).[43] The IPF-SSG aims to promote dialogue between Southeast Asian parliamentarians,

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[43] http://ipf-ssg-sea.net

with the intention of increasing civilian oversight, public accountability, and national parliamentary involvement in security sector governance (SSG). The Forum features dialogue, publications, and workshops that elaborate on systemic and current affairs issues related to parliamentary oversight of the security sector in Southeast Asia. Participants include members of parliament, parliamentary staffers, government and security sector officials, and representatives of academia and civil society from Cambodia, Indonesia, Malaysia, Philippines, Singapore, and Thailand. The IPF-SSG also includes representatives of the Association of Southeast Asian Nations (ASEAN) Secretariat and international experts. DCAF provides support to the IPF-SSG in collaboration with the Friedrich Ebert Stiftung (FES).

In 2012, DCAF and FES facilitated the tenth IPF-SSG workshop in Manila, the Philippines. Attended by over 40 members of parliament, parliamentary staffers, and representatives of government ministries, armed forces, police, think tanks, and NGOs from Cambodia, Indonesia, Malaysia, the Philippines, and Thailand, the Forum explored national multi-stakeholder approaches to security sector reform (SSR) and SSG in Southeast Asian countries. Based on background studies prepared by country experts, the workshop facilitated both internal multi-stakeholder dialogues among the country groups and sharing of experience and good practice between the countries.

From 2007 to 2012, the IPF-SSG has led to the emergence of national multi-stakeholder dialogue processes in several ASEAN member states. These initiatives have taken different forms and some have already produced significant results. In December 2012, a delegation of the ASEAN Secretariat visited DCAF in Geneva to further explore possibilities for cooperation in the area of SSR and SSG between the two organisations.

In parallel with supporting regional initiatives in Southeast Asia, DCAF conducted work at the national level throughout the broader Asian region in the countries of Afghanistan, Cambodia, the Philippines, and Thailand. Asia also remained a focus region of DCAF's International Security Sector Advisory Team (ISSAT) activity, with several ISSAT advisory field support and training missions taking place in Indonesia, Japan, and Timor-Leste. DCAF's most important country-specific projects in Asia are outlined in the table below :

Afghanistan	• Contributed a facilitator to a NATO-sponsored workshop for officials from the Ministry of Defence of Afghanistan on 'Civilian Oversight of the Armed Forces' held at the United Arab Emirates Joint Command and Staff College in Abu Dhabi.
	• Presented an overview of 'Civilian Oversight of the Security Sector in Afghanistan' at an event in Brussels on 'Accountability of Afghan National Security Forces', organised by the European Network of NGOs in Afghanistan (ENNA) and the Department for Peace and Conflict Research at Uppsala University.

	• Translated into Dari *Building Integrity and Reducing Corruption in Defence* : *A Compendium of Best Practices* ; all DCAF publications on defence institution building, civil-military relations, integrity building, and public oversight of the security sector, which had been previously translated into Dari and Pashto, were made available to the NATO Defence Education Enhancement Programme (DEEP).
Cambodia	• Supported the Cambodian Institute for Cooperation and Peace (CICP) in the implementation of a multi-stakeholder dialogue process on SSR and SSG in Cambodia. Launched in early 2012, with financial support from the Swiss Federal Department of Foreign Affairs, the process produced concrete policy recommendations and was based on policy-oriented research, expert workshops, and a broad-based national conference co-organised with the Cambodian Ministry of National Defence. The process was inclusive and participatory, encompassing a wide range of stakeholders, including security sector institutions, the national executive, legislative, and judiciary bodies, ombuds-institutions, human rights and civil society groups, the media and academia.
Indonesia	• In a mandate by the Dutch government, carried out an evaluation of the bilateral cooperation programmes between Indonesia and the Netherlands over the past five years, with the aim of incorporating the lessons learned in a new more comprehensive Dutch-sponsored programme on 'Security and Justice Approach for Indonesia'.
Japan	• Supported a series of outreach and advocacy activities with the Japanese government and NGOs with the aim of increasing awareness and understanding of SSR among government officials, academics, and civil society activists.
Myanmar	• Co-organised in Bangkok an introductory workshop on 'Civil-Military Relations and Security Sector Reform in Myanmar' for civil society representatives from Myanmar to explore the status, prospects, and entry points for SSR in Myanmar.
Philippines	• Contributed to the concluding event of the 'Multi-stakeholder Dialogue on SSR in the Philippines', of the Philippines Study Group on Security Sector Reform, led by the International Center for Innovation, Transformation and Excellence in Governance (INCITEGov). Established in 2007 with the assistance from FES and DCAF, this multi-stakeholder study group has been instrumental in developing an SSR agenda for the Philippines, which was accepted by the new administration in 2010 and has been incorporated into strategic policy documents such as the Philippine Development Plan, the National Security Policy, and the Internal Peace and Security Plan.

	• Supported the forum discussion at Ateneo de Manila University on 'SSR in the Contexts of Peacebuilding and Democratization', attended by approximately 100 representatives of the Office of the President, armed forces, police, parliament, civil society, and academia.
	• Co-organised a two-day training on 'National Security Policy and Security Sector Reform' for 50 senior officials from security-related government agencies and services, in cooperation with the National Defense College of the Philippines, the National Security Council, and FES. Concrete policy recommendations for SSR implementation in the context of the National Security Policy 2011–2016 were submitted to the National Security Adviser for further consideration.
	• Received a high-level delegation of senior military and civilian security experts from the Philippines to discuss the relevance of SSR and disarmament, demobilization, and reintegration of ex-combatants (DDR) in the context of the peace process in Mindanao.
Thailand	• Sustained cooperation with the Thai Forum on Security Sector Governance (TF-SSG), a multi-stakeholder dialogue process in Thailand, with the participation of members of government, parliament, armed forces, police, academia, and civil society. As part of the process, two workshops were organised in 2012 to develop reports on defence reform and police reform, in cooperation with FES and King Prajadhipok's Institute.
Timor-Leste	• Supported a workshop for civil society actors in Timor-Leste focusing on how to utilise legal instruments in SSR dialogue processes and research activities. The support provided was part of a larger project, sponsored by Irish Aid, which includes the translation of 20 key Timorese security sector laws into Tetun – the *lingua franca* of Timor-Leste. The translated text will enable access to and understanding of security sector legislation by a broader segment of the population, thus enabling a strong democratic dialogue around security sector development.
	• Supported the United Nations Development Programme (UNDP) as part of a project to develop operational advice on how challenges in respect of ownership, programme management, monitoring, and results definition can be better addressed in security and justice engagements, by using a "process approach". The project is led by the Organisation for Economic Co-operation and Development's (OECD) International Network on Conflict and Fragility (INCAF) Secretariat.

Regional Cooperation

Key results 2012:

- Organised 17 advisory field support and training missions as well as workshops on SSR and SSG at the regional and national levels in Southeast Asia.

- Supported the further development of broad-based multi-stakeholder dialogues on SSR and SSG in the Philippines and Thailand, and the launch of a new multi-stakeholder dialogue process in Cambodia, engaging representatives of the armed forces, police, relevant ministries, parliament, academia, and civil society.

- Trained 50 senior security officials in the Philippines on the implementation of SSR in the framework of the National Security Policy 2011–2016.

- Reinforced the role of parliaments in SSG at a regional level through continued support for the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia, which has created a network of over 250 parliamentarians, parliamentary staffers, experts, and security officials from Cambodia, Indonesia, Malaysia, the Philippines, and Thailand.

- Supported capacity development activities for Afghan defence institutions and civil society organisations as well as NATO's programmes in Afghanistan on Defence Education and Integrity Building.

For detailed information about DCAF's programmes in Southeast Asia, see www.dcaf.ch/Region/Asia

Latin America and the Caribbean

Milestones:

2002	DCAF begins cooperation with democratic institutions, security providers, and civil society in Latin America and the Caribbean on security sector governance issues.
2009	Argentina joins DCAF.
2011	Chile joins DCAF as a permanent observer.
	DCAF publishes *Política de Defensa en América Latina* (*Defence Politics of Latin America*).
2012	DCAF begins a study on 'EU Support to Justice and Security Sector Reform in Latin America and the Caribbean' for the European Commission.

DCAF has been conducting projects in Latin America and the Caribbean since 2002. Two countries from the region are represented on DCAF's Foundation Council, being Argentina, as a member of the Council, and Chile, which has permanent observer status. In 2012, an invitation was extended to Uruguay to join the DCAF Foundation Council.

In 2012, DCAF began a study on 'EU Support to Justice and Security Sector Reform in Latin America and the Caribbean', which will provide recommendations to the European Commission for their engagement in this area under the next Multi-annual Financial Framework (2014–2020). The study includes analysis of the situation across 34 countries in the region, backed up by field missions to 13 countries, and will be completed in 2013.

In the framework of its cooperation with the Friedrich Ebert Stiftung (FES) in Brussels and Latin America, DCAF contributed to a conference on organised crime and its security sector governance (SSG) implications in Latin America and the Caribbean, involving Members of the European Parliament and Brussels-based non-governmental experts.

In November 2012, DCAF received a tender by the Swiss Agency for Development and Cooperation (SDC) to provide support to the SDC office in Honduras for the new Swiss Cooperation Strategy for Central America 2013–2017. The support will be provided in the form of assistance in the areas of security sector reform (SSR), conflict analysis, and conflict sensitivity. A team of seven experts was set up by DCAF who will be deployed on a case-by-case basis following SDC requests over the next three years.

Regional Cooperation

In 2012, DCAF conducted work and held outreach meetings at the national level in Argentina, Mexico, and Uruguay, as outlined in the table below:

Argentina	• Identified possible future cooperation opportunities with senior representatives of the Ministry of Security.
Mexico	• Facilitated the organisation of parliamentary hearings on SSR, on invitation of the Senate of Mexico. • Supported the inaugural regional forum on security and defence with the Senate Commission of National Security.
Uruguay	• On the invitation of the Senate of Uruguay, facilitated the organisation of parliamentary hearings on intelligence legislation. • Extended an invitation to the Ministry of Foreign Affairs of Uruguay to join the DCAF Foundation Council.

DCAF publications in Spanish and focusing on SSR and SSG issues in Latin America and the Caribbean were made available to relevant stakeholders in comprehensive numbers, included among them the re-printed *Política de Defensa en América Latina* (*Defence Politics of Latin America*) and the Handbook on *Making Intelligence Accountable : Legal Standards and Best Practice for Oversight of Intelligence Agencies* (*Hacia un Control Democrático de las Actividades de Inteligencia : Estándares Legales y Métodos de Supervisión*).

Key results 2012 :

• Received a mandate to support the SDC office in Honduras in the implementation of the new Swiss Cooperation Strategy for Central America 2013–2017.

• Continued to support the Senate of Mexico on security sector oversight issues.

• Continued to support the Senate of Uruguay on intelligence oversight issues.

• Extended invitation to Uruguay to join the DCAF Foundation Council.

• Began a study on 'EU Support to Justice and Security Sector Reform in Latin America and the Caribbean' for the European Commission.

For detailed information about DCAF's programmes in Latin America and the Caribbean, see
www.dcaf.ch/Region/Latin-America-and-the-Caribbean

Parliamentary Assistance

Milestones:

2001 DCAF begins cooperation with the IPU and NATO Parliamentary Assembly on strengthening the role of parliaments in the oversight of the security sector.

2003 DCAF and IPU produce *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians* – a seminal tool for parliamentarians working on defence and security issues. The Handbook has by now been published in 38 languages, with over 100,000 copies distributed to parliaments worldwide.

2004 DCAF launches Parliamentary Staff Advisers Programme in Southeast Europe.

2005 DCAF and the Parliament of Norway publish *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies.*

2007 DCAF completes the study on *Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Levels* for the European Parliament.

2008 DCAF facilitates the establishment of The Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia.

2011 DCAF and ECOWAS Parliament release *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians.*

DCAF completes a study on *Parliamentary Oversight of Security and Intelligence Agencies in the European Union* for the European Parliament.

2012 DCAF launches the regional Framework Project on Fostering Parliamentary Oversight of the Security Sector in the Western Balkans.

Parliaments play a fundamental role in ensuring that security institutions are transparent and accountable to the state and its citizens. As part of its mission to strengthen parliamentary democracy, DCAF develops the capacity of parliaments to play an effective role in the oversight and governance of the security sector. DCAF's parliamentary programmes are undertaken with the intention of informing, advising, and cooperating on aspects of the security sector with national and regional parliaments, inter-parliamentary assemblies and executive bodies. DCAF's parliamentary capacity building services, include the following three dimensions:

- Developing skills and knowledge products that parliaments and parliamentarians can refer to when performing their oversight roles, such as handbooks, toolkits, training materials, and studies.

- Organisational development involving elaboration of processes and procedures within the internal structures of parliaments.

- Developing legal and institutional frameworks to make legal and regulatory changes, which enable organisations, institutions, and agencies to enhance their capacities.

Examples of this practical support include DCAF's Parliamentary Staff Advisers Programme (PSAP) in Southeast Europe[44] and the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG).[45]

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

- *Training Toolkit for Parliamentary Staffers* (2012)
- *Overseeing Intelligence Services: A Toolkit* (2012)
- *Parliamentary Powers in Security Sector Governance* (2011)
- *Parliamentary Oversight of Security and Intelligence Agencies in the European Union* (2011)
- *Oversight and Guidance: The Relevance of Parliamentary Oversight of the Security Sector* (2010)
- *Parliamentary Oversight of the Security Sector and Gender* (2008)
- *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies* (2005, available in 15 languages)
- Inter-Parliamentary Union–DCAF Handbook on *Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices* (2003, available in 38 languages)

Throughout 2012, DCAF participated in various multilateral parliamentary assistance activities. The most significant of them are outlined in the table below:

Partner	Activity
European Parliament	• Received a mandate from the Office for Promotion of Parliamentary Democracy (OPPD) of the European Parliament to draft a publication on the role of parliaments in security sector governance (SSG). The publication aims at supporting parliaments in states transitioning to democracy and will be released in 2013. • Presented on 'The Effects of Arab Awakening on the EU and its support for Security Sector Reform' at the European Parliament Subcommittee on Security and Defence (SEDE) workshop on security sector reform (SSR).[46]

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[44] www.dcaf.ch/Project/DCAF-Parliamentary-Staff-Advisers-Programme-in-Southeast-Europe
[45] http://ipf-ssg-sea.net/

Organization for Security and Co-operation in Europe (OSCE) Parliamentary Assembly	• Supported the planning of the OSCE Parliamentary Assembly session in Geneva in October 2014, as part of DCAF's contribution to the 2014 Swiss Chairmanship-in-Office of the OSCE.
NATO Parliamentary Assembly (NATO PA)	• Supported financially the regular NATO PA Rose-Roth seminars, which in 2012 were held in Marseille, France (on 'Political and Economic Transition in the Maghreb, Machrek and Persian Gulf Countries'); in Vilnius, Lithuania (on 'Eastern Partners: Contemporary Challenges and Future Prospects'); and in Sveti Stefan, Montenegro (on 'Anchoring Stability in the Western Balkans: Fulfilling the Promise of Euro-Atlantic Integration').[47] • DCAF supports training of NATO accession countries' parliamentary members, staff, and civil servants, and in 2012 it provided experts for a study visit of a parliamentary delegation from Azerbaijan to Brussels. • Co-organised and co-facilitated the annual European Parliament–NATO PA conference, held in Brussels in December 2012, on Euro-Atlantic area security issues.
Economic Community of West African States (ECOWAS) Parliament	• Co-organised in collaboration with the ECOWAS Parliament the official launching event of the *Parliamentary Oversight of the Security Sector: ECOWAS Parliament–DCAF Guide for West African Parliamentarians*. The launch concluded the first phase of collaboration with the ECOWAS Parliament and opened the floor for discussions on further cooperation regarding the implementation of the Guide at both the regional and national level.
Inter-Parliamentary Union (IPU)	• Participated in the 126th IPU General Assembly in Kampala, Uganda, and supported the Swiss delegation in drafting a potential resolution on Strengthening the Role of Parliament in Post Conflict and Transitional Security Governance.

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46   www.isis-europe.eu/sites/default/files/publications-downloads/epupdate-sede-09February12_0.pdf
47   www.nato-pa.int/Default.asp?SHORTCUT=2730

Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG)	• Facilitated the tenth IPF-SSG workshop in Manila, the Philippines, attended by over 40 members of parliament, parliamentary staffers, representatives of government ministries, armed forces, police, think tanks, and NGOs from Cambodia, Indonesia, Malaysia, the Philippines, and Thailand. The workshop explored national multi-stakeholder approaches to SSR and SSG in Southeast Asian countries.

In parallel with supporting multilateral parliamentary initiatives in the areas of SSR and SSG, DCAF participated in various parliamentary assistance activities on a national level in nearly all the regions in which the Centre works, and in particular:

- In Southeast Europe: in support of the parliaments of Bosnia and Herzegovina, Kosovo*, Macedonia‡, and Montenegro, and also within DCAF's regional Framework Project on Fostering Parliamentary Oversight of the Security Sector in the Western Balkans.

- In Newly Independent States: in support of the parliaments of Armenia, Azerbaijan, Georgia, Kyrgyzstan, and Ukraine.

- In Western Europe: in support of the Norwegian Parliamentary Committee for the Oversight of Security and Intelligence Services.

- In the Middle East and North Africa: in support of the Iraqi Council of Representatives, Libyan General National Congress, Palestinian Legislative Council, and Constituent Assembly of Tunisia.

- In sub-Saharan Africa: in support of the National Assembly of Burkina Faso and the Legislature of Liberia.

- In Southeast Asia: in support of the parliaments of Cambodia, Indonesia, Malaysia, the Philippines, and Thailand, within the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia.

- In Latin America: in support of the Senate of Uruguay and the Mexican Senate.

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* The Kosovo Assembly declared the territory's independence on 17 February 2008. While 36 member states of the DCAF Foundation recognised the independence of Kosovo, 24 member states did not do so, and continue to refer to Kosovo in the framework of the UN Security Council Resolution 1244.

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

Key results 2012:

- Reinforced the role of parliaments in SSG at a regional level through continued support of the ECOWAS Parliament, European Parliament, the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia, Inter-Parliamentary Union, and NATO Parliamentary Assembly.

- Supported parliamentary capacity building and provided specific trainings in Bosnia and Herzegovina, Cambodia, France, Kosovo, Macedonia, Norway, and Ukraine; advice in Georgia, Libya, Mexico, Tunisia, and Uruguay; and study visits for delegations from Armenia, Azerbaijan, Kosovo, Kyrgyzstan, and Montenegro.

- Received a mandate from the European Parliament to conduct a study on parliamentary oversight of the security sector in states transitioning to democracy.

- Launched a three-year Framework Project on Fostering Parliamentary Oversight of the Security Sector in the Western Balkans.

- Supported the inaugural regional forum on security and defence with the Commission of National Security of the Senate of Mexico.

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

For detailed information about DCAF's Parliamentary Assistance Programme, see
www.dcaf.ch/Programmes/Parliamentary-Oversight

Private Security Governance

Milestones:

2006	DCAF publishes the Yearly Book on *Private Actors and Security Governance.*
2008	DCAF supports the Swiss government and the International Committee for the Red Cross (ICRC) in finalising The Montreux Document on Pertinent International Legal Obligations and Good Practices for States related to Operations of Private Military and Security Companies during Armed Conflict (Montreux Document).
2011-2013	DCAF provides ongoing support to the Swiss government and the ICRC in organising regional workshops to raise awareness of the Montreux Document. Events to date have taken place in Latin America, Northeast Asia, and the Pacific Oceania region.
2010	The International Code of Conduct for Private Security Service Providers (ICoC) is signed by 58 private security companies from 15 countries. The ICoC was developed under a Swiss government mandate, which was facilitated and led by DCAF.
2011-2013	DCAF and the Temporary Steering Committee for the ICoC develop an Oversight Mechanism to support compliance with the ICoC by member companies.
2012	Forty-four states and the European Union have endorsed The Montreux Document. Over 600 private security companies from 72 states have signed the ICoC.

In 2012, DCAF continued to support initiatives that aim to address the challenges of effective regulation of private military and security companies (PMSCs).

This includes support for efforts by the Swiss government to promote respect for international law by private security service providers through the clarification of international standards as well as by improving oversight and accountability of the industry. A multi-stakeholder Temporary Steering Committee (TSC) was created following the successful conclusion of the International Code of Conduct for Private Security Service Providers (ICoC) Signatory Conference in November 2010, during which the Code was initially signed by 58 private security companies. The TSC is charged with developing an international governance and oversight mechanism to support compliance with the Code by member companies. The TSC is composed of nine members, three from each of the three stakeholder pillars : private security companies, states, and civil society. After publishing a first draft Charter in January 2012, the TSC released the final Charter for the operation of the ICoC Oversight Mechanism in February 2013. The Oversight Mechanism should begin operations by mid-2013.

As part of its role as facilitator to the ICoC initiative, DCAF actively maintained the ICoC website[48] as a portal for news and information, including on the development of the ICoC Oversight Mechanism. This website provides the minutes of all of TSC meetings and its working groups, studies, articles, and reports prepared to support their work, as well as a regular update on companies adding their signatures to the ICoC. As of May 2013, this number has reached a total of 632 Signatory Companies originating from 72 different states.

In 2012, DCAF continued to support the Swiss Federal Department of Foreign Affairs and the International Committee of the Red Cross (ICRC) in raising states' awareness of their obligations towards PMSCs as articulated in The Montreux Document on Pertinent International Legal Obligations and Good Practices for States Related to Operations of Private Military and Security Companies during Armed Conflict (The Montreux Document). DCAF promoted the Montreux Document initiative by participating in a Pacific Regional Roundtable, organised by the ICRC and held in Canberra, Australia in March 2012. This outreach effort contributed to the expansion of the Montreux Document's membership : at the beginning of 2012, the Montreux Document had 39 endorsing states – more than doubling the original 17 which had endorsed it in September 2008. By May 2013 this number had risen to 44 states as well as the European Union.

In 2012, DCAF also continued to offer advisory services to the UN Working Group on the Use of Mercenaries (UNWG) as well as the open-ended Intergovernmental Working Group (IGWG). This initiative seeks to elaborate an international framework on the regulation, monitoring, and oversight of the impact of the activities of PMSCs on human rights.

DCAF pursued its collaboration with the Centre for Security, Economics and Technology at the University of St. Gallen and the University of Colorado in Denver on an international research project aimed at gathering relevant data in the area of security privatisation. In 2012, this collaboration resulted in the establishment of a web-based information portal – the Private Security Monitor – that provides access to information concerning the use and regulation of private military and security companies throughout the globe.[49]

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[48]   www.icoc-psp.org
[49]   http://psm.du.edu

Key results 2012 :

- 632 private military and security companies from 72 countries have now signed the International Code of Conduct for Private Security Service Providers (ICoC).

- DCAF continues to play a pivotal role in the development of an Oversight Mechanism to support the implementation of the ICoC. The Charter for the institution was agreed in February 2013, and the Oversight Mechanism is expected to begin operating in mid-2013.

- 44 states and the EU endorsed the Montreux Document on Pertinent International Legal Obligations and Good Practices for States Related to Operations of Private Military and Security Companies during Armed Conflict.

For detailed information about DCAF's private security governance programme, see www.icoc-psp.org

Intelligence Governance

Milestones:

2005	DCAF and the Parliament of Norway release *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies*. The Handbook has by now been published in 15 languages, with thousands of copies distributed to intelligence oversight practitioners worldwide.
2009-2010	DCAF leads a consultation process for UN OHCHR on intelligence governance, resulting in the *Compilation of good practices on legal and institutional frameworks and measures that ensure respect for human rights by intelligence agencies while countering terrorism, including on their oversight* (A/HRC/14/46).
2011	DCAF releases *Parliamentary Oversight of Intelligence and Security Agencies in the European Union*, in a mandate by the European Parliament.
2012	DCAF releases *Overseeing Intelligence Services: A Toolkit*, with support from the Dutch Ministry of Foreign Affairs.
2002-2013	DCAF supports capacity building events aiming at strengthening democratic governance of intelligence services in more than 50 states worldwide.

Intelligence and security services are an integral part of the security sector, and – when subject to democratic control, oversight and the rule of law – they can make a valuable contribution to the provision of security and protection of human rights. DCAF's Intelligence Governance Programme focuses on strengthening legal and institutional frameworks for the oversight and control of intelligence and security services. The programme's work covers both emerging as well as established democracies and includes a strong capacity building component.

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

- *Parliamentary Oversight of Intelligence and Security Agencies in the European Union* (2011): A study of the oversight of national security and intelligence agencies by parliaments and specialised non-parliamentary oversight bodies in European Union member states.

- *International Intelligence Cooperation and Accountability* (2011): An edited volume which examines how international intelligence cooperation has come to prominence post-9/11 and introduces the main accountability, legal, and human rights challenges that such cooperation encounters.

- *Understanding Intelligence Oversight* (2010) : A concise question and answer guide that provides an overview of various aspects of the work of intelligence services as well as their oversight bodies.

- *Democratic Control of Intelligence Services : Containing Rogue Elephants* (2007) : An edited volume which discusses the challenges of establishing and maintaining accountable and democratically controlled intelligence services, drawing both from states with well-established democratic systems as well as those emerging from authoritarian systems and transitioning to democracy.

- *Making Intelligence Accountable : Legal Standards and Best Practice for Oversight of Intelligence Agencies* (2005) : A policy manual which catalogues and evaluates the legal standards regarding democratic accountability of intelligence services.

- *Who's Watching the Spies?* (2005) : An edited volume that examines systems of intelligence oversight in selected democracies in Europe, Asia and North America.

Throughout 2012, DCAF continued work on a two-year project on 'Strengthening Intelligence Oversight in the Western Balkans'. The project is supported by the Dutch Ministry of Foreign Affairs and examines parameters of intelligence oversight by parliamentary committees and autonomous bodies such as ombuds-institutions, supreme audit institutions, data protection commissions, and expert intelligence oversight bodies. In 2012, the project produced two major results :

- The publication of *Overseeing Intelligence Services : A Toolkit*, which contains policy-relevant guides on the oversight of specific aspects of intelligence services' activities, as well as on the design, establishment, and improvement of independent oversight bodies. The Toolkit was written by leading experts on intelligence governance and includes examples from 28 countries around the world. The Toolkit is available in Albanian, Bosnian, Croatian, Macedonian, and Serbian.[50]

- The organisation of a regional conference in Ljubljana, Slovenia on 'Bringing Together the Watchdogs : Evaluating and Enhancing the Oversight of Intelligence Services in the Western Balkans'. The conference brought together parliamentarians as well as civil society and media representatives to address issues such as the protection and promotion of human rights in the work of intelligence services, the role of journalists in the oversight of intelligence services, and the evaluation of intelligence oversight systems.

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[50]   www.dcaf.ch/Publications/Overseeing-Intelligence-Services-A-Toolkit

Although DCAF's project on 'Strengthening Intelligence Oversight in the Western Balkans' focuses on Southeast European states, much of its insight and analysis is of broader relevance to persons and organisations involved in the development and reform of intelligence oversight in transitioning states, such as those of the former Soviet Union and in other regions, such as Africa, Asia, and the Middle East.

Key results 2012:

- Published *Overseeing Intelligence Services : A Toolkit*, in Albanian, Bosnian, Croatian, English, Macedonian, and Serbian.

- Hosted a regional conference on intelligence oversight for members of parliament, parliamentary staff, members of the judiciary, representatives of civil society, and ombuds-institutions of all Western Balkan states.

For detailed information about DCAF's Intelligence Governance programme, see
www.dcaf.ch/Programmes/Intelligence-Governance

Ombuds-Institutions for the Armed Forces

Milestones:

2007   DCAF and UNDP release *Monitoring and Investigating the Security Sector: Recommendations for Ombudsman Institutions to Promote and Protect Human Rights for Public Security.*

2008   DCAF and OSCE ODIHR release *The Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel.*

2009   'First International Conference of Ombuds-Institutions for Armed Forces' (ICOAF) takes place in the German *Bundestag* in Berlin, facilitated and led by DCAF. It is followed by annual meetings in Vienna (2010), Belgrade (2011), and Ottawa (2012).

2012   Ombuds-institutions of 36 states participate in the ICOAF initiative.

DCAF publishes *Ombuds Institutions for the Armed Forces: A Handbook*

Since 2009, DCAF has been supporting the International Conference of Ombuds-Institutions for Armed Forces (ICOAF). This informal association brings together representatives of ombuds-institutions from countries around the globe with the purpose of exchanging experiences, best practices, and lessons learned related to the mandate, powers, and functioning of ombuds-institutions with jurisdiction over the armed forces.

To date, representatives of ombuds-institutions from the following 36 states have participated in the ICOAF initiative: Argentina, Austria, Belgium, Bosnia and Herzegovina, Burkina Faso, Burundi, Canada, Côte d'Ivoire, the Czech Republic, Estonia, Finland, France, Germany, Honduras, Hungary, Ireland, Japan, Kyrgyzstan, Latvia, Lithuania, Montenegro, the Netherlands, Norway, Poland, Romania, Russia, Senegal, Serbia, Slovakia, Slovenia, South Africa, Sweden, Tajikistan, Tunisia, the United Kingdom and the United States. Additionally, the European Union, the Organization for Security and Co-operation in Europe, the United Nations, and the European Organisation of Military Associations participated in ICOAF conferences as observers.

As part of its role as facilitator to the ICOAF initiative, DCAF developed and manages the website, which functions as a resource centre for ICOAF, with a centralised database and information sharing platform for existing ombuds-institutions for the armed forces as well as for those states that would like to establish such an institution. [51]

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[51]   www.icoaf.org

In 2012, DCAF applied the expertise regarding ombuds-institutions for the armed forces to conduct capacity development with a number of states, including commenting on a draft law in Georgia and delivering training for complaint-handling bodies in the occupied Palestinian territory.

The highlights of DCAF's work relating to ombuds-institutions for the armed forces in 2012 included :

- The 'Fourth International Conference of Ombuds-Institutions for Armed Forces': co-hosted by the National Defence and Canadian Forces Ombudsman in Ottawa, the conference focused on the promotion and protection of human rights within and by the armed forces, as well as on the specific topics of capacity development and outreach. This being first time the event has been held outside Europe, it was also an opportunity to engage new participants from 11 states in the Americas, North and sub-Saharan Africa, and Central Asia.

- *Ombuds Institutions for the Armed Forces* : *A Handbook* : the first comprehensive resource that brings together good practices from around the world and provides guidance to both new and well-established ombuds-institutions for the armed forces. The Handbook covers the history, functions, and models of such institutions and includes major sections on complaint handling, investigations, reporting, as well as recommendations. The Handbook has been translated into Albanian and Serbian, with Arabic and French translations forthcoming.[52]

- *Ombuds Institutions for the Armed Forces in Francophone Africa* : *Burkina Faso, Burundi and Senegal* : the resulting publication of a research project, conducted with a mandate by the International Organisation of La Francophonie, which explores the functioning of ombuds-institutions for the armed forces in selected francophone African states. The project draws on the work of local experts to examine the national ombuds-institutions, their legal status, mandate, strengths and weaknesses, and assess their capacity building needs. The three case studies include details of complaint handling procedures and provide a snapshot of the state of security sector governance in Burkina Faso, Burundi, and Senegal, as well as the progress of ongoing reforms.[53] As a practical outcome of the project, ombuds-institutions of Burkina Faso, Burundi, and Senegal attended for the first time the 'Fourth International Conference of Ombuds-Institutions for Armed Forces' in Ottawa, Canada.

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[52] www.dcaf.ch/Publications/Ombuds-Institutions-for-the-Armed-Forces-A-Handbook
[53] www.dcaf.ch/Publications/Ombuds-Institutions-for-the-Armed-Forces-in-Francophone-Africa-Burkina-Faso-Burundi-and-Senegal

Key Results 2012:

- Held the 'Fourth International Conference of Ombuds-Institutions for Armed Forces' in Ottawa, bringing together representatives of ombuds-institutions from 36 states – a 30 per cent increase in participation, including for the first time delegations from the Americas, Africa, and Central Asia.

- Published *Ombuds Institutions for the Armed Forces: A Handbook*, including translations into Albanian and Serbian, with Arabic and French translations forthcoming; published *Ombuds Institutions for the Armed Forces in Francophone Africa.*

- Continued to develop and manage the ICOAF website.

For detailed information about DCAF's work with ombuds-institutions for the armed forces, see www.icoaf.org

Gender and Security Sector Reform

Milestones:

2005   DCAF creates a Gender and Security Team.

2006   DCAF publishes *Women in an Insecure World. Violence against Women. Facts, Figures and Analysis.*

2007   DCAF publishes *Sexual Violence in Armed Conflict: Global Overview and Implications for the Security Sector.*

2008   DCAF publishes *Gender and Security Sector Reform Toolkit.*

2008   DCAF launches the Gender and Security Programme in West Africa.

2009   DCAF launches the Gender and Security Programme in the Western Balkans.

2011   DCAF launches the Gender Capacity Building in the Global South project.

In 2012, DCAF sustained its position as the point of reference for gender and security sector reform (SSR) through cooperation with multilateral organisations (the European Union, North Atlantic Treaty Organization, Organization for Security and Co-operation in Europe, and United Nations), capacity building, and awareness raising on gender and SSR at a regional level as well as through direct work with national law enforcement, defence, security, and justice institutions on mainstreaming gender into their policies and practice. Throughout 2012, DCAF conducted 73 projects and activities on mainstreaming gender with governments and multilateral organisations worldwide.

In Southeast Europe, DCAF continued extensive programming to mainstream gender in security sector institutions and provided support to the State Police and Armed Forces in Albania, the justice sector in Bosnia and Herzegovina, and various security sector organisations in Serbia. This work also extends to the regional level, where DCAF supports the Women Police Officers Network in South East Europe (WPON) and the Centre for Security Cooperation of the Regional Arms Control Verification and Implementation Assistance Centre (RACVIAC).[54]

In 2012, DCAF continued its work with the project on Gender Capacity Building in the Global South that aims at reducing the dependence of security education and training institutions in the Global South on experts from donor countries by developing the capacity of local institutions, trainers, and practitioners to integrate gender in their programmes. The project provides sustained support to partner institutions through curriculum development, training of trainers, technical advice, and distribution of knowledge products.

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[54]   For more information, see Section II Regional Cooperation / Southeast Europe

Global Issues in 2012

In 2012, the Gender Capacity Building in the Global South project reached to new partner institutions. In addition to the continued cooperation with Al-Istiqlal University in Jericho, DCAF began cooperation with the South African National Defence Force, the Southern African Defence & Security Management Network, and the Kofi Annan International Peacekeeping Training Centre in Accra. Within the framework of this project, and as a result of DCAF's support, the South African National Defence Force Peace Mission Training Centre now offers a one-week course on 'Gender for Instructors' twice yearly. [55]

As part of the Gender Capacity Building in the Global South project, DCAF organised a three-day workshop in Geneva that brought together 36 gender training experts and instructors from around the world to share and discuss good practices and lessons learned in delivering gender training to defence, police, and other security audiences.

DCAF's research output on gender and SSR is used worldwide as a reference by both practitioners and academics. In 2012 and early 2013, in the area of policy oriented research, DCAF's Gender and SSR programme:

- Verified the impact of the *Gender and Security Sector Reform Toolkit* through a comprehensive review, which indicated that 96 per cent of consulted SSR stakeholders felt the Toolkit had a positive impact on their operations. In 2012 the Toolkit was complemented by *Penal Reform and Gender: Update on the Bangkok Rules* – a guide to new developments in international rules concerning the treatment of female prisoners.

- Developed a DCAF Backgrounder on female staff associations (FSA) in the security sector and contributed to an international FSA conference organised jointly with Canada's North-South Institute for 25 representatives from defence, police, and justice sector institutions from Europe and West Africa.

- Held a launching event of *The Security Sector and Gender in West Africa: A survey of police, defence, justice and penal services in ECOWAS states* for the Geneva-based diplomatic community, NGOs, and academia, in cooperation with the Graduate Institute of International and Development Studies.

- Developed and published, in partnership with The Institute for Inclusive Security, *A Women's Guide to Security Sector Reform* – a practical manual, specifically written for women, which provides an introduction to key concepts of security, outlines avenues of women's participation in the security sector and its reform, and offers model tools for action. Developed in collaboration with women activists from Afghanistan, Liberia, Libya, Nepal, Senegal, and Serbia, the Guide was published in early 2013.

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[55] For more information, see Section II *Regional Cooperation/Middle East and North Africa* as well as *Africa*, respectively.

- Commissioned a research paper on *Gender and Human Resources Policies in the Armed Forces*, which will provide an overview of approaches and good practices adopted in the armed forces in Europe and Africa, to be published in 2013.

Key results 2012:

- Conducted 73 projects and activities on mainstreaming gender with governments and multilateral organisations worldwide.

- 96 per cent of consulted SSR stakeholders felt DCAF's *Gender and Security Sector Reform Toolkit* had a positive impact on their operations and policy development.

- The South African National Defence Force Peace Mission Training Centre now runs a one-week course on 'Gender for Instructors' twice a year, as a result of DCAF support in developing and delivering the course in the framework of the ongoing Gender Capacity Building in the Global South project.

- Co-organised an international conference on female staff associations in the security sector for representatives from defence, police and justice sector institutions from Europe and West Africa.

For detailed information about DCAF's Gender and SSR programme, see www.dcaf.ch/Programmes/Gender-and-Security

Integrity Building

In 2012, DCAF continued its involvement in Integrity Building and Anti-Corruption initiatives in the defence and law enforcement spheres. During the year, *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices*[56] was published in Arabic, Armenian, and Ukrainian, was widely distributed in Russian, and translations into Georgian and Romanian were begun for publication in 2013. The Compendium has also been made available to the North Atlantic Treaty Organization (NATO) Defence Education Enhancement Programme (DEEP).

In the framework of ongoing cooperation with NATO and a contract funded by NATO's Building Integrity Trust Fund, DCAF contributed to the launch of the integrity building self-assessment process in member states of the South-Eastern Europe Defence Ministerial (SEDM) Process (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Italy, Macedonia, Montenegro, Romania, Serbia, Slovenia, Turkey, Ukraine, and the United States). In 2013, DCAF will facilitate this two-year project through a series of capacity building activities for the national teams entrusted with the self-assessment process.

In 2012, with support from the Norwegian Ministry of Foreign Affairs, DCAF launched the *Toolkit on Police Integrity* – a practical manual intended to support police services and policy makers in recognizing and addressing corruption, and encourage government bodies and civil society organisations to practice effective oversight. The Toolkit is currently available in Albanian, Croatian, English, Macedonian, and Serbian. Translations into other languages are foreseen.[57]

To facilitate the adoption of best practices to curb police corruption as outlined in the Toolkit, DCAF launched its Police Integrity Building Programme (PIBP) in Southeast Europe. This programme is organised around a two-track strategy: the first involves the development of tailor-made programmes designed to meet the beneficiary country's needs, upon request, and the second involves the development of standalone tools, such as e-learning modules, and training tools

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[56]   www.dcaf.ch/Publications/Building-Integrity-and-Reducing-Corruption-in-Defence
[57]   www.dcaf.ch/Publications/Toolkit-on-Police-Integrity

and courses, which will be made generally available to relevant security sector personnel and civil society organisations. Ongoing work in this area continues in 2013.

Key results 2012:

- Published the *Toolkit on Police Integrity* – a practical manual intended to support police services and policy makers in addressing corruption.

- Launched the regional Police Integrity Building Programme in Southeast Europe.

- Translated and published *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices* into Arabic, Armenian, and Ukrainian.

For detailed information about DCAF's Integrity Building programme, see www.dcaf.ch/Programmes/Defence-Reform

The International Security Sector Advisory Team

The International Security Sector Advisory Team (ISSAT) was established as an integral part of DCAF in 2008. ISSAT aims to support the international community in reinforcing and strengthening its members' individual and collective efforts to improve security and justice, primarily in conflict-affected and fragile states. ISSAT works with its members to build their capacity to provide more effective support to security sector reform (SSR) processes.

The ISSAT Governing Board currently has 21 members comprising the following countries and multilateral organisations: Austria, Belgium, Canada, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, the United Kingdom (UK), the European External Action Service (EEAS) and European Commission, the Organisation for Economic Co-operation and Development (OECD) Secretariat, the International Organisation of La Francophonie (IOF), United Nations Development Program (UNDP), UN Department of Political Affairs (UN DPA), and the UN Department of Peacekeeping Operations (UN DPKO). The African Union (AU) and the African Development Bank (AfDB) have also been present as observers at ISSAT Governing Board meetings.

The ISSAT team is made up of senior security and justice advisers, SSR associates, a training coordinator, a knowledge manager, and project officers, all supported

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

ISSAT Activities in 2012

In 2012, ISSAT continued to further expand in regards to the depth and range of support that it provides its members and the wider international SSR community. In 2012, ISSAT received 50 mandates, several of which had multiple components and objectives. This included 23 Advisory Field Support mandates, 18 Training mandates, and nine Advocacy and Outreach mandates. In 2012, ISSAT's Community of Practice (CoP) reached 595 members and increased the available content by over 150 per cent. Undoubtedly the highlight and challenge of 2012 was the organisation in Nairobi of the High Level Panel (HLP) on 'Challenges and Opportunities for SSR in East Africa', which brought together policy makers and practitioners from the region and beyond. This high-profile event gave ISSAT the opportunity to contribute to both SSR in Africa and to international SSR policy development. Overall ISSAT activities and services can be grouped into four core areas : Advisory Field Support ; Training and Capacity Building ; Knowledge Services ; and Advocacy and Outreach.

Advisory Field Support

Through its Advisory Field Support (AFS) ISSAT aims to provide targeted, project-specific SSR guidance to members' field and headquarters staff in the areas of assessment, programme design, and monitoring and evaluation. In 2012, ISSAT undertook a total of 23 Advisory Field Support mandates to support its members. These mandates have included four desk reviews and 23 field missions, with 15 being in Africa, five in the Middle East and North Africa, one in Southeast Asia, and two in Latin America. Although the number of AFS mandates is one fewer than 2011, several of these mandates have involved multiple deployments, resulting in an increase in the total number of AFS field missions in 2012. Of these missions, two were part of existing multi-year engagements (UK mandates in the Democratic Republic of the Congo and South Sudan) and one that will involve multiple missions in 2013 (a UNDP mandate in Somalia). Additionally, the AFS mandate was repeated for the fourth time in support of the annual 'UN Inter-Agency Senior SSR Practitioners Workshop'. Following the successful completion of mandates for the Netherlands in Indonesia, the EU in Guinea, and the UK in South Sudan, ISSAT received follow-on requests for additional support. Mandates such as these advance ISSAT's transition to accepting increasingly longer-term commitments, as opposed to standalone engagements.

The mandates for AFS received in 2012 can be organised similarly to those from 2010 and 2011 : ISSAT received nine in support of the UN system (including two joint mandates from UNDP–EU and UNDP–OECD, respectively), four from the EU (including one, coming for the first time, from a Common Security and Defence Policy (CSDP) mission and another from the EU Court of Auditors), and two from the OECD. The table below provides an overview of ISSAT's AFS missions conducted in 2012 :

Conducted in	Activity	Requested by
Burundi	• Evaluation of the impact and results of Phase I of the Security Sector Development Programme (SSDP). • Assessment of the project design and relevance of Phase I of the SSDP.	The Netherlands
The Democratic Republic of the Congo	• Annual Review of the Security Sector Accountability and Police Reform (SSAPR) programme of the Department for International Development (DFID).	UK
Guinea	• Support to the UN team in Guinea in their efforts to develop a strategy for UN support to the national SSR process.	UN
Guinea	• Support to the EU Delegation in conducting a feasibility study and subsequently a programme design on potential future Security and Justice Sector Reform programmes.	EU
Latin America and the Caribbean	• Preparation of future support to the security and justice sector in the Latin America and Caribbean region.	EU
Liberia	• Assessment of the challenges and opportunities for SSR in the short, medium, and long terms. • Concrete recommendations for entry points for new and continued engagement in the SSR process.	Norway / Sweden
Libya	• Advice and knowledge sharing on Defence White Paper processes.	UN
Indonesia	• Evaluation of the legal cooperation between Indonesia and the Netherlands.	The Netherlands

OECD	• Development of operational guidance on programme design and implementation as well as evaluation and monitoring. This included field missions in Guatemala and Timor-Leste.	OECD International Network on Conflict and Fragility (INCAF)
Rwanda	• Scoping Mission Concerning the Regional Peacekeeping Ability of the Rwandan Defence Forces and the Rwandan National Police.	The Netherlands
Somalia	• Five quick impact projects in line with the National Security and Stabilisation Plan as well as with the budget for the implementation of the National Action Plan for SSR.	UN Political Office for Somalia (UNPOS), Security Sector Development Office (SSDO)
Somalia	• Coaching and training to the UNDP staff embedded within the Research Department of the Somali Observatory of Conflict and Violence Prevention. • Support to an assessment that aims at strengthening UNDP's Civilian Policing Programme.	UNDP
South Sudan	• Review of the South Sudan Security Sector Development and Defence Transformation (SSDDT) programme and guidance on future programme design.	UK
South Sudan	• A desk review and assessment of the situation with regard to democratic control of armed forces in South Sudan.	Switzerland
Switzerland	• Mapping of Switzerland's SSR support activities.	Switzerland
Uganda	• Support to an evaluation and a review of the effectiveness of Irish Aid's Community Policing Programme.	Ireland
UN	• Peacebuilding Fund SSR Thematic Review. • Facilitation support to the UN Inter-Agency Senior SSR Practitioners Workshop.	UN

The International Security Sector Advisory Team

Training and Capacity Building

Training and capacity building continues to represent a significant proportion of ISSAT's activities. Its objective is to enhance the international community's capacity to effectively provide training and support SSR in conflict-affected and/or developing environments. During 2012, ISSAT conducted 18 training activities, which included 14 training missions and four substantive support missions related to training development. The table below provides an overview of ISSAT's training and capacity building missions conducted in 2012:

Conducted in	Activity	Requested by
Austria	• Core Course on SSR for European Security and Defence College.	Austria
Bosnia and Herzegovina	• Introductory Training on Peace Support Operations (PSO) and SSR.	Switzerland
Finland	• Level 1 SSR Training: Introduction to Security Sector Reform.	Finland
France	• Level 1 SSR Training: Introduction to Security Sector Reform.	France
Ghana	• Support to the Review of the Security Sector Reform Pilot Training Course at the Kofi Annan International Peacekeeping Training Centre (KAIPTC).	Switzerland
Kenya	• Introduction to Justice and Security Sector Reform – How do Justice and Security Sector Reform Processes Work in Africa?	AfDB (through Switzerland)
The Netherlands	• Level 1 SSR Course.	The Netherlands
Rwanda	• Training of Trainers Course on PSO and SSR.	The Netherlands
Rwanda	• Level 2 SSR Course and SSR Capacity Building Workshop.	UN Institute for Training and Research (UNITAR)
Switzerland	• Swiss UN Military Observer Course.	Switzerland
Switzerland	• Introductory Course for PSO (Integrating SSR into PSO).	Switzerland
Switzerland	• Level 2 Advanced SSR Course.	Switzerland

Timor-Leste	• Workshop for civil society actors focusing on how to utilise legal instruments in SSR dialogue processes and research activities.	Ireland
UK	• Senior Police Officer Training on 'Police Reform in an SSR Context'.	Canada, the Netherlands, Norway, and UK

The main achievements for 2012 related to ISSAT's Training and Capacity Building activities included the consolidation of existing training material and the translation of this material into multiple languages. In 2012, ISSAT co-hosted the Annual General Meeting of the Association for Security Sector Reform Education and Training (ASSET) to identify strategies and tools to integrate SSR into peace support operations. In addition, the following new training tools and products have been developed :

- Both the Level 2 and the PSO/SSR training packages have been standardised throughout 2012.

- ISSAT material is being translated into Arabic, French, and Spanish. ISSAT's Level 1 SSR training in French has been completed and tested. The *SSR in a Nutshell* has been translated into Spanish with the assistance of the Teaching Institute for Sustainable Development (IEPADES) in Guatemala. The translation of ISSAT's introductory e-learning course on SSR into Arabic, French, and Spanish has also been completed.

- Two new case studies on Guinea and South Sudan have been developed and tested. Both case studies are based on recently concluded ISSAT field missions to these countries.

- A new e-learning course, 'An Introduction to Effective Advising', has been developed and will be available on the ISSAT Community of Practice in 2013.

Knowledge Services

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

ISSAT Knowledge Services has continued to strengthen the value proposition of the Community of Practice (CoP), which has almost doubled from 300 to 595 members by the beginning of 2013. With this increase in numbers, ISSAT has begun to see a more active community, with questions being posed and answered in the Forum,

and comments being added to our regular blogs. The available content on the CoP increased by more than 150 per cent in 2012.

To serve the needs of this growing community of SSR practitioners, ISSAT Knowledge Services has added a number of new features to the CoP website.[58] These include information on training courses, ISSAT and member blogs, vacancies, a directory of people and organisations, a resource library, and a forum that allows members to receive and contribute comments on various practical issues of interest to the CoP.

Several new and / or enhanced features have been developed on the CoP website this year, including :

- Easier registration and login using social networking sites such as Facebook, Google+, LinkedIn, and Twitter.

- A community stream, which provides a single viewing interface to keep up with the latest developments and additions to the site.

- New maps and more programmes in the 'SSR in Practice' section.

- A significantly expanded resource library with YouTube videos, Google Books synopses, audio podcasts, links to related organisations, amounting to a 50 per cent increase in content.

- A re-designed member profile interface and experience database.

- A calendar of SSR-related events.

- Private collaboration spaces, including a Governing Board space.

- Online forms for mandate requests, mandate feedback, and annual feedback.

- Many small improvements to make the site easier to use.

Advocacy and Outreach

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

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[58]   http://issat.dcaf.ch/Community-of-Practice

Since ISSAT initiated its activities in the field of A&O, the number of related events has doubled in 2012. During the year, ISSAT supported some 26 A&O events, including nine mandates. The most significant one was unquestionably this year's HLP, which focused on 'Opportunities and Challenges for SSR in East Africa'. Hosting the event at the UN Office at Nairobi (UNON) was a major achievement, made possible only by the support of all the partners and associates involved, including AfDB, the African Security Sector Network, the Embassy of the Slovak Republic in Nairobi, UNON, as well as the Governments of Burundi, Kenya, the Netherlands, Somalia, and South Sudan.

The HLP brought together over 200 participants at both the political and technical levels and was opened by the Kenyan Vice President. Panellists and speakers included the UNON Director-General, the Deputy Prime Minister and Minister of Defence of Somalia, the Minister of National Security from South Sudan, the Permanent Secretaries of the Defence and Internal Affairs Ministries from Burundi, the Permanent Secretaries of the Defence and Foreign Affairs Ministries of Kenya, the Deputy Secretary-General of the East African Community (EAC), the Special Representatives of the UN Secretary-General for South Sudan and Somalia, UN DPKO's Assistant Secretary-General, as well as members from the UN missions in Burundi, Somalia, and South Sudan. By bringing together both policy makers and practitioners, the Panel offered an opportunity to examine the key issues facing both those participating in and supporting SSR. Notably, the Chair's Summary, produced at the HLP, fed into the 'Second High Level Forum on African SSR Perspectives' that took place in October, co-organised by the UN and the Permanent Delegations of South Africa and Nigeria.

Whilst in Nairobi, a workshop on 'Security Sector Expenditure Reviews' was jointly hosted by ISSAT and the World Bank Global Centre on Conflict, Security and Development (GCCSD), in partnership with AfDB. This was ISSAT's first collaborative event with the World Bank and proved to be a solid platform on which to further the relationship. In addition to the practitioners in Nairobi, the partners were joined via video link by the World Bank Headquarters in Washington and a joint team from Liberia, representing the Government of Liberia, the UN, and the World Bank. The roundtable provided a platform for economists and SSR practitioners to discuss how they can better collaborate to promote and enhance security sector expenditure review processes and to ensure that the reviews undertaken can achieve an optimal impact. Once finalised, the roundtable's outcome document will be available on the ISSAT CoP and the GCCSD knowledge sharing platform, The Hive.[59]

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[59] https://worldbankhive.logicaladvantage.com

Key results 2012:

- Organised the High Level Panel on 'Challenges and Opportunities for SSR in East Africa', attended by over 200 participants, including leading policymakers and practitioners from the region and beyond.

- Expanded geographical reach by increasing engagement in Latin America and Southeast Asia.

- Further developed the online SSR Community of Practice, doubling the available content as well as the number of members.

- Co-hosted the Annual General Meeting of the Association for Security Sector Reform Education and Training to identify strategies and tools to integrate SSR into peace support operations.

For detailed information about ISSAT, see http://issat.dcaf.ch/

Annexes

DCAF Foundation Council

The Foundation Council is the supreme body of the DCAF Foundation. In 2012, it comprised **61 member states** (including the canton of Geneva) plus six permanent observers. The Council is presided over by Mr Christophe Keckeis (Switzerland). The Hon. Adolf Ogi, former Federal Counsellor and President of the Swiss Confederation, is Honorary President of the DCAF Foundation Council.

The table below lists DCAF member states alphabetically. The figure in brackets indicates the year each state joined the DCAF Foundation. The list of DCAF member states' representatives is given as of 5 May 2013.

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

	Bosnia and Herzegovina (2001)	Ambassador Miloš **Prica** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Bulgaria (2000)	Ambassador Ivan **Piperkov** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Burkina Faso (2009)	Colonel Honoré Lucien **Nombre** Head of Policy Planning, Ministry of Defence
	Burundi (2010)	Brigadier General Athanase **Kararuza** General Staff, Ministry of National Defence and Former Combatants
	Canada (2003)	Ambassador Elissa **Golberg** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Côte d'Ivoire (2001)	Ambassador Kouadio **Adjoumani** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Croatia (2001)	Ambassador Vesna **Vuković** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Cyprus (2008)	Ambassador Leonidas **Pantelides** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Czech Republic (2000)	Ambassador **Kateřina Sequensová** Permanent Representative to the United Nations Office and other international organizations in Geneva

	Denmark (2002)	Mr Allan R. **Jacobsen** Head of International Department, Ministry of Defence
	Estonia (2000)	Ambassador Jüri **Seilenthal** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Finland (2000)	Ambassador Päivi **Kairamo-Hella** Permanent Representative to the United Nations Office and other international organizations in Geneva
	France (2000)	Ambassador Jean-Hugues **Simon-Michel** Permanent Representative to the Conference on Disarmament
	Canton of Geneva (2000)	Mr Jean **Freymond** Director, Geneva Dialogues
	Georgia (2001)	Mr. Shalva **Tsiskarashvili** Permanent Representative to the United Nations Office and other international organizations at Geneva
	Germany (2000)	Rear Admiral (LH) Thorsten **Kähler** Director of Security Policy, Federal Ministry of Defence
	Ghana (2011)	Brigadier General Seidu **Adams** Military Secretary, Ministry of Defence
	Greece (2002)	Ambassador Georges **Kaklikis** Permanent Representative to the United Nations Office at Geneva and other international organizations in Switzerland
	Hungary (2000)	Mr Peter **Siklósi** Deputy State Secretary for Defence Policy and Planning, Ministry of Defence

	Indonesia (2007)	Ambassador Dian Triansyah **Djani** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Ireland (2000)	Ambassador Gerard **Corr** Permanent Representative to the United Nations Office and specialized institutions in Geneva
	Italy (2001)	Ambassador Cosimo **Risi** Permanent Representative to the Conference on Disarmament
	Kyrgyzstan (2011)	Ambassador Gulnara **Iskakova** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Latvia (2000)	Mr Janis **Karlsbergs** Representative of the Ministry of Defence to NATO and the EU
	Lebanon (2007)	Brigadier General Walid **Salman** Chief of Staff, Lebanese Armed Forces
	Liechtenstein (2006)	Ambassador Norbert **Frick** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Lithuania (2000)	Mr Vaidotas **Urbelis** Policy Director, Ministry of National Defence
	Luxembourg (2003)	Ambassador Jean-Marc **Hoscheit** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Macedonia‡ (2000)	Mr Marijan **Pop-Angelov** Director for Political Security Cooperation, Ministry of Foreign Affairs

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

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	Mali (2011)	Mahamadou **Niakaté** Inspector-General of Police, Secretary-General, Ministry of Internal Security and Civil Protection
	Malta (2008)	Nomination pending
	Moldova (2002)	Ambassador Victor **Moraru** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Montenegro (2006)	Ambassador Ljubiša **Perović** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Netherlands (2001)	Ambassador Paul van den **IJssel** Permanent Representative to the Conference on Disarmament
	Nigeria (2000)	Ambassador Umunna Humphrey **Orjiako** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Norway (2002)	Ambassador Steffen **Kongstad** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Philippines (2011)	Mr Pio Lorenzo F. **Batino** Undersecretary for Legal and Legislative Affairs and Strategic Concerns, Department of National Defense
	Poland (2000)	Nomination pending

	Portugal (2003)	Ambassador Graça **Andresen Guimarães** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Romania (2000)	Ambassador Maria **Ciobanu** Permanent Representative to the United Nations Office and international organizations in Switzerland
	Russian Federation (2000)	Ambassador Alexey **Borodavkin** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Senegal (2011)	General Meïssa **Niang** Director for Oversight, Research and Legislation, Ministry of the Armed Forces
	Serbia (2001)	Ambassador Uglješa **Zvekić** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Slovakia (2000)	Ambassador Fedor **Rosocha** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Slovenia (2001)	Ms Suzana **Ivanović** Secretary, Head of European Affairs and International Cooperation Service, Ministry of the Interior
	South Africa (2001)	Nomination pending
	Spain (2001)	Nomination pending
	Sweden (2001)	Ambassador Jan **Knutsson** Permanent Representative to the United Nations Office and other international organizations in Geneva

🇨🇭	Switzerland (2000)	Mr Willi **Graf** Deputy Head of the Corporate Domain Regional Cooperation, Swiss Agency for Development Cooperation (SDC), Federal Department of Foreign Affairs
🇨🇭	Switzerland (2000)	Mr Christophe **Keckeis** President of DCAF's Foundation Council
🇨🇭	Switzerland (2000)	Ambassador Urs **Schmid** Permanent Representative to the Conference on Disarmament
🇹🇳	Tunisia (2011)	Ambassador Moncef **Baati** Permanent Representative to the United Nations Office at Geneva and specialized institutions in Switzerland
🇹🇷	Turkey (2003)	Nomination pending
🇺🇦	Ukraine (2000)	Ambassador Mykola **Maimeskul** Permanent Representative to the United Nations Office and other international organizations in Geneva
🇬🇧	United Kingdom (2000)	Nomination pending
🇺🇸	United States (2000)	Col. William B. **Langan** Defense and Army Attaché, US Embassy, Bern

Permanent observers:

	Cambodia (2009)	Ambassador Sun **Suon** Permanent Representative to the United Nations Office and other international organizations in Geneva
	Chile (2011)	Nomination pending
	Kazakhstan (2012)	Mr Murat **Nurtileuov** Minister-Counselor, Permanent Mission to the United Nations Office and other international organizations in Geneva
	Thailand (2009)	Ambassador Thani **Thongphakdi** Permanent Representative to the United Nations Office and other international organizations in Geneva
	IPU (2009)	Mr Martin **Chungong** Director, Division for the Promotion of Democracy
	IOF (2008)	Ambassador Ridha **Bouabid** Permanent Observer, Permanent Delegation to the United Nations Office and other international organizations in Geneva

DCAF Bureau

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

🇨🇭	President	Mr Christophe **Keckeis** President of DCAF's Foundation Council
🇨🇭	Secretary	Mr Willi **Graf** Deputy Head of the Corporate Domain Regional Cooperation, Swiss Agency for Development and Cooperation (SDC), Federal Department of Foreign Affairs
🇨🇭	Treasurer	Ambassador Urs **Schmid** Permanent Representative of Switzerland to the Conference on Disarmament
🇸🇪	Member	Ambassador Jan **Knutsson** Permanent Representative of Sweden to the United Nations Office and other international organizations in Geneva
🇬🇧	Member	Nomination pending

DCAF International Advisory Board

The DCAF International Advisory Board is the Centre's primary consultative body. It is composed of eminent international experts in DCAF's fields of operation who act in their personal capacity. The list of DCAF's International Advisory Board Members is given as of 5 May 2013.

Sven **Alkalaj**	Executive Secretary, Under-Secretary-General, United Nations Economic Commission for Europe
Nayef **Al-Rodhan**	Senior Member, St. Antony's College, Oxford University; Senior Scholar in Geostrategy, Director of the Programme on the Geopolitical Implications of Globalisation and Transnational Security, Geneva Centre for Security Policy
Alexey **Arbatov**	Corresponding Member of the Academy of Sciences of the Russian Federation; Director of the Center for International Security at the Institute for World Economy and International Relations
Nicole **Ball**	Senior Fellow, Center for International Policy, Washington DC
Carl **Bildt**	*Membership of the Advisory Board temporarily suspended during tenure as Minister of Foreign Affairs of Sweden
Christian **Catrina**	Head of Security Policy, General Secretariat, Swiss Federal Department of Defence, Civil Protection and Sport
Umit **Cizre**	Director of International Center for Modern Turkish Studies, Istanbul Şehir University
Jean-Jacques **de Dardel**	Swiss Ambassador to France and Monaco
Elisabeth **Decrey Warner**	Executive President, Geneva Call

Corina **Eichenberger-Walther**	Member of the National Council, Swiss Parliament
Thomas **Greminger**	Ambassador, Permanent Representative of Switzerland to the OSCE, the United Nations and the International Organisations in Vienna
Miroslav **Hadžić**	President of the Managing Board, Belgrade Centre for Security Policy; Faculty of Political Science, University of Belgrade
François **Heisbourg**	Special Advisor, Foundation for Strategic Research, Paris; President, Geneva Centre for Security Policy; Chairman, International Institute for Strategic Studies, London
Helga **Hernes**	Senior Advisor, PRIO (International Peace Research Institute Oslo)
Eboe **Hutchful**	Chair and Interim Executive Secretary, African Security Sector Network
Ljubica **Jelusic**	Former Minister of Defence of Slovenia
Adam **Kobieracki**	Director of the OSCE Conflict Prevention Centre
Sonja **Licht**	President, Belgrade Fund for Political Excellence
Michael **Matthiessen**	Director, European Parliament and national parliaments, European External Action Service (EEAS)
Christian **Miesch**	Former Member of the Swiss National Council
Boubacar **N'Diaye**	Professor, Political Science Department, the College of Wooster
N'dioro **N'Diaye**	President, Alliance for Migration, Leadership and Development (AMLD), Dakar, Senegal; former Minister of Family Affairs of Senegal

Annexes

'Funmi **Olonisakin**	Director, Conflict, Security and Development Group, International Policy Institute, King's College, London
Ioan Mircea **Paşcu**	Member of the European Parliament, former Minister of National Defence of Romania
Olivier **Pecorini**	Deputy Director, Head Main Division International Police Co-operation, Swiss Federal Office of Police
Wolfgang **Petritsch**	Permanent Representative of Austria to the Organisation for Economic Co-operation and Development
Abdulaziz **Sager**	Chairman, Gulf Research Center
Wolfgang **Schneiderhan**	Former Chief of Defence Staff, Germany
Walter **Slocombe**	Partner, Caplin & Drysdale, Chartered, Washington DC; former Senior Advisor and Director for Security Affairs (National Security and Defense) in the Coalition Provisional Authority for Iraq; former Under Secretary of Defense for Policy, Department of Defense
Fred **Tanner**	Director, Geneva Centre for Security Policy
Kassym-Jomart **Tokayev**	Director-General of the United Nations Office at Geneva
Jusuf **Wanandi**	Member of the Board of Directors, Senior Fellow, Centre for Strategic and International Studies (CSIS), Jakarta
Scott M. **Weber**	Director-General, Interpeace, Geneva

W. Bruce **Weinrod**

Managing Director and General Counsel for International Technology & Trade Associates, Inc.; member of the Potomac Foundation board of directors; former Secretary of Defense Representative for Europe; former Deputy Assistant Secretary of Defense for Europe and NATO, Washington DC

Andrei **Zagorski**

Associate Professor, Moscow State Institute for International Relations

The International Security Sector Advisory Team (ISSAT)

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

As of May 2013, ISSAT's Governing Board is composed of representatives of 14 countries and seven multilateral actors and agencies. In addition to the Governing Board members, the African Union and the African Development Bank attend bi-annual meetings of ISSAT's Governing Board as observers.

States

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

Multilateral organisations

European Commission

European External Action Service (EEAS)

International Organisation of La Francophonie (IOF)

Organisation for Economic Co-operation and Development (OECD)

United Nations Department of Peacekeeping Operations (UN DPKO)

United Nations Department of Political Affairs (UN DPA)

United Nations Development Programme (UNDP)

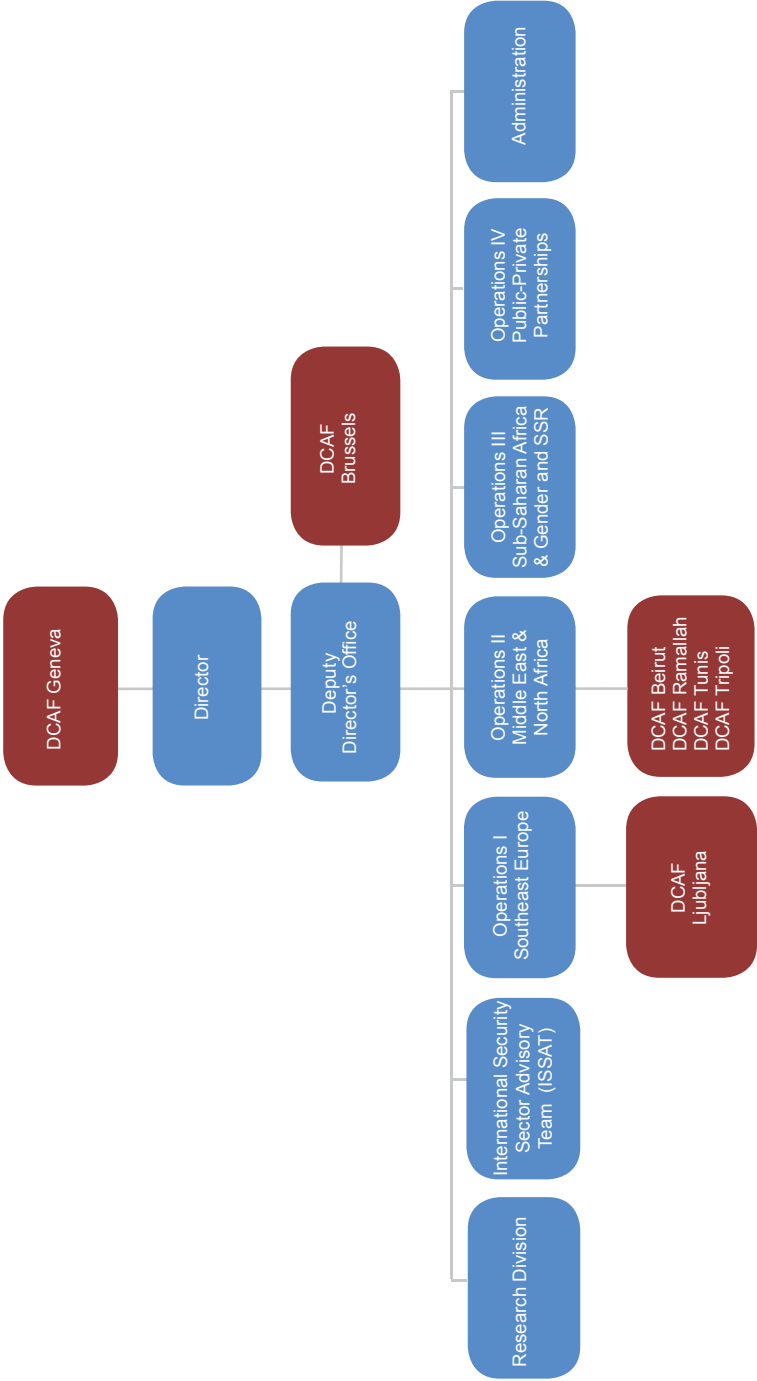# DCAF Trust Fund for Security Sector Development Assistance in North Africa

To better respond to demands on the ground and donors' expectations, a DCAF Trust Fund for Security Sector Development Assistance in North Africa was established in June 2012.

The Trust Fund covers DCAF's activities in Egypt, Libya, Morocco, and Tunisia. It is designed to ensure that DCAF is able to respond rapidly and flexibly to local demand, and serves as a coordination platform for donors contributing to DCAF's work on security sector reform in the region, in line with the OECD Paris Declaration on Aid Effectiveness. The Trust Fund is structured as a pooled funding mechanism, governed by the contributing donors who meet in the Trust Fund's Steering Committee several times a year. Via the Steering Committee, donors provide strategic guidance and oversight to DCAF's work in the region. Response from donors has been very positive, with overall pledges and contributions exceeding 5 million Swiss francs at the end of 2012.

Contributing States

Luxembourg

The Netherlands

Slovakia

Sweden

Switzerland

DCAF Organisation Chart and Offices

DCAF Geneva

Director

Deputy Director's Office

DCAF Brussels

Research Division

International Security Sector Advisory Team (ISSAT)

Operations I Southeast Europe

Operations II Middle East & North Africa

Operations III Sub-Saharan Africa & Gender and SSR

Operations IV Public-Private Partnerships

Administration

DCAF Ljubljana

DCAF Beirut
DCAF Ramallah
DCAF Tunis
DCAF Tripoli

DCAF Head office
DCAF Regional and country offices

Brussels
Geneva
Ljubljana
Tunis
Tripoli
Beirut
Ramallah

DCAF Staff

DCAF staff in 2012 numbered over 130 employees from 37 countries, working at DCAF's Head office in Geneva as well as in the Centre's regional and country offices in Beirut, Brussels, Ljubljana, Ramallah, Tripoli, and Tunis. A list of nationalities of permanent staff in 2012 can be found below.

Permanent Staff in 2012

Australia	1	Pakistan	1
Austria	1	Occupied Palestinian Territory	8
Belgium	3	Philippines	1
Bosnia and Herzegovina	1	Portugal	1
Brazil	1	Romania	1
Cameroon	1	Russian Federation	1
Canada	2	Serbia	1
Denmark	2	Slovakia	2
Estonia	1	Slovenia	10
Finland	1	South Africa	1
France	10	Spain	2
Germany	6	Sri Lanka	1
Hungary	1	Sweden	1
India	1	Switzerland	31
Lebanon	1	Tunisia	7
Libya	1	Turkey	1
Macedonia	1	United Kingdom	17
The Netherlands	2	United States	4
Niger	1		

DCAF Secondees

Several countries support DCAF by seconding personnel to the Centre. Switzerland, through the Federal Department of Foreign Affairs, seconds DCAF's Director. France contributes two generals to DCAF, one serving as Liaison Officer to France and Senior Advisor for Civil-Military Relations to the DCAF Director, the other serving as Senior Police and Gendarmerie Adviser supporting DCAF's International Security Sector Advisory Team.

Until summer 2012, Norway seconded a senior civilian official from the Ministry of Defence to support DCAF's Operations Division Southeast Europe. Liechtenstein seconds a former Director of the National Police who serves as Senior Adviser on policing and border-policing matters.

DCAF's office in Ljubljana received three senior police officers – two seconded by Slovenia, one seconded by Austria – and a legal advisor seconded by the Serbian Ministry of the Interior. These secondees support the work of the Secretariat of the Police Cooperation Convention for Southeast Europe, which DCAF Ljubljana is hosting.
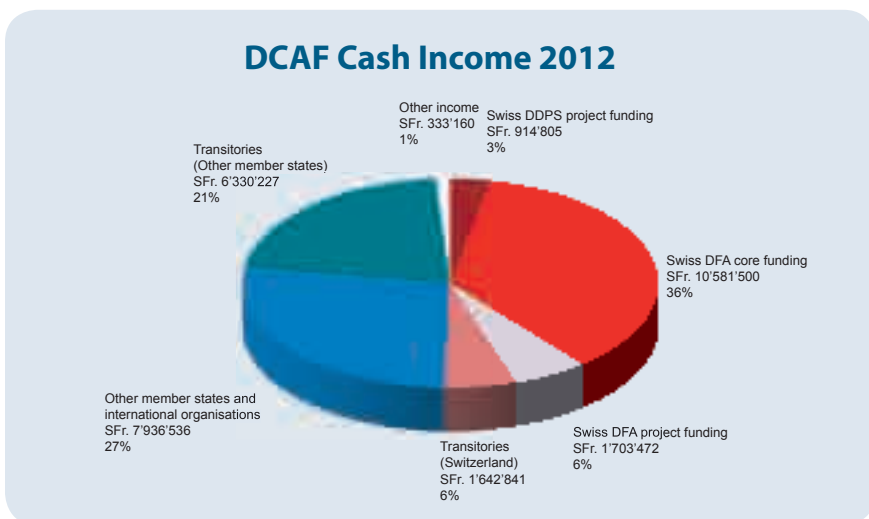
Seconded Personnel in 2012

Austria	1		Serbia	1
France	2		Slovenia	2
Liechtenstein	1		Switzerland	1
Norway	1			

DCAF Accounts

The DCAF Group budget in 2012 reached **32.3 million Swiss francs** of which Switzerland financed 47.9 per cent, and other member states and international organisations 52.1 per cent. Detailed information on income and expenditure items, as well as a list of DCAF's donors in 2012 can be found below. All figures are given in Swiss francs.

I. Cash contributions	2012
1. Swiss Federal Department of Foreign Affairs (DFA)	
DFA Core funding	10'581'500
DFA Project funding	1'703'472
Total Cash contributions DFA	**12'284'972**
2. Swiss Federal Department of Defence, Civil Protection and Sport (DDPS)	
DDPS Project funding	914'805
Total Cash contributions DDPS	**914'805**
3. Other member states and international organisations	
Austria	85'967
Canada	103'176
Denmark	9'861
Estonia	6'212
Finland	72'852
France	120'689
Germany	479'787
Ireland	237'200
Latvia	24'370
Liechtenstein	40'000
Luxembourg	364'176
Macedonia	12'185
Moldova	12'185
Montenegro	12'153
The Netherlands	383'845
Norway	1'276'187
Slovakia	12'305
Slovenia	5'412

Sweden	3'958'121
Other member states	72'524
ECOWAS	36'866
European Union	525'802
International Organisation of La Francophonie	21'268
NATO	27'565
United Nations	35'827
Total Other member states and international organisations	**7'936'536**

4. Transitories from 2011

Switzerland	1'642'841
Other member states	6'330'227
Total Transitories from 2011	**7'973'068**

5. Other income

Insurance reimbursement	135'314
Rent for offices at Avenue Blanc 49	48'000
Miscellaneous	197'846
Total Other income	**333'160**

Total Cash contributions	**SFr. 29'442'541**

DCAF Cash Income 2012

Other income
SFr. 333'160
1%

Swiss DDPS project funding
SFr. 914'805
3%

Transitories
(Other member states)
SFr. 6'330'227
21%

Swiss DFA core funding
SFr. 10'581'500
36%

Other member states and
international organisations
SFr. 7'936'536
27%

Transitories
(Switzerland)
SFr. 1'642'841
6%

Swiss DFA project funding
SFr. 1'703'472
6%

II. Cash Expenditure | **2012**

1. Personnel

Salaries and social charges	6'936'735
Total Personnel	**6'936'735**

2. Governance and general operating costs

Governance	35'854
Director's Office	94'930
Facilities (rent, maintenance , aquisition of assets)	1'320'081
Administration	290'160
Banking and financial charges; exchange rate losses	18'490
Central reserve	431'618
Total Governance and general operating costs	**2'191'133**

3. DCAF Divisions and offices

Deputy Director's Office		**712'926**
• Core	38'389	
• Projects	402'427	
• Transitories	272'110	
Research Division		**1'139'044**
• Core	261'255	
• Projects	647'886	
• Transitories	229'903	
Operations Southeast Europe		**5'009'171**
• Core	674'951	
• Projects	2'160'471	
• Transitories	2'173'749	
Operations Middle East and North Africa		**5'235'167**
• Core	143'968	
• Projects	2'020'519	
• Transitories	3'070'689	

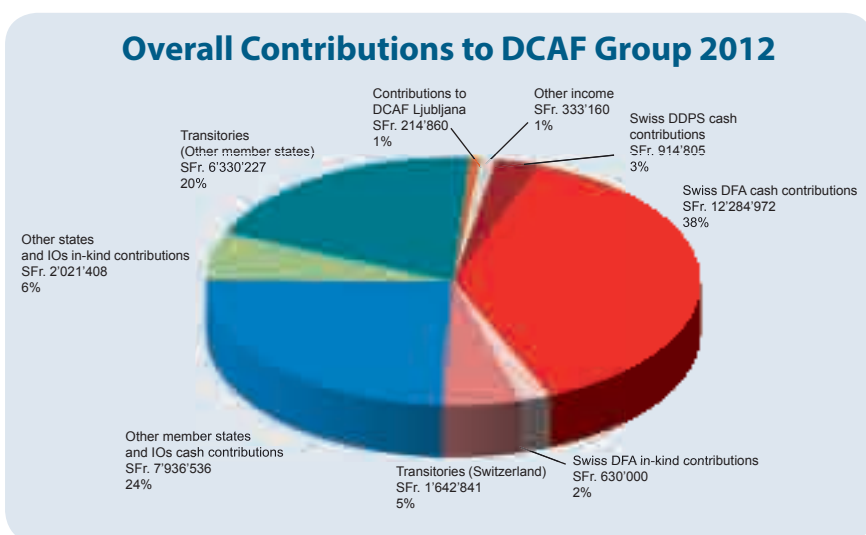|		
Operations Sub-Saharan Africa & Gender and SSR		**2'599'969**
· Core	189'153	
· Projects	1'350'488	
· Transitories	1'060'328	
International Security Sector Advisory Team (ISSAT)		**3'203'369**
· Core	2'369'237	
· Projects	339'903	
· Transitories	494'229	
DCAF Brussels		**65'578**
DCAF Ljubljana		**42'701**
Total DCAF Divisions and Offices		**18'007'934**
4. Transitories and reserves 2012-2013		**2'302'533**
Total Cash Expenditure		**SFr. 29'438'337**
Surplus for the Year		**4'204**

DCAF Cash Expenditure 2012

General operating costs SFr. 1'628'731 5%

Personnel SFr. 6'936'735 24%

Transitories and reserves SFr. 2'302'533 8%

Governance and Management SFr. 562'402 2%

DCAF Brussels and DCAF Ljubljana SFr. 108'279 0.3%

Deputy Director's Office SFr. 712'926 2%

Research Division SFr. 1'139'044 4%

ISSAT SFr. 3'203'369 11%

Operations Southeast Europe SFr. 5'009'171 17%

Operations Sub-Saharan Africa & Gender and SSR SFr. 2'599'969 9%

Operations Middle East and North Africa SFr. 5'235'176 18%

III. Overall Contributions to DCAF Group	2012
1. Switzerland	
DFA cash contributions	12'284'972
DFA in-kind contributions	630'000
DDPS cash contributions	914'805
Total Switzerland	**13'829'777**
2. Other member states and international organisations (IOs)	
Cash contributions	7'936'536
In-kind contributions	2'021'408
Total Other member states and IOs	**9'957'944**
3. Transitories from 2011	
Switzerland	1'642'841
Other member states	6'330'227
Total Transitories from 2011	**7'973'068**
4. Other income	
Insurance reimbursement	135'314
Rent for offices at Avenue Blanc 49	48'000
Miscellaneous	197'846
Total Other income	**333'160**
5. Contributions to DCAF Offices	
DCAF Ljubljana	**214'860**
Grand Total for DCAF Group	**SFr. 32'308'809**

Overall Contributions to DCAF Group 2012

Contributions to DCAF Ljubljana SFr. 214'860 1%

Other income SFr. 333'160 1%

Transitories (Other member states) SFr. 6'330'227 20%

Swiss DDPS cash contributions SFr. 914'805 3%

Swiss DFA cash contributions SFr. 12'284'972 38%

Other states and IOs in-kind contributions SFr. 2'021'408 6%

Other member states and IOs cash contributions SFr. 7'936'536 24%

Transitories (Switzerland) SFr. 1'642'841 5%

Swiss DFA in-kind contributions SFr. 630'000 2%

DCAF Donors 2012

	Core funding	Project funding	Seconded personnel	In-kind contributions
Albania				•
Argentina				•
Austria	•	•		•
Bosnia and Herzegovina				•
Bulgaria		•		•
Canada		•		•
Croatia				•
Denmark		•		
Estonia	•	•		•
Finland	•	•		•
France		•	•	•
Germany		•		
Ireland	•	•		
Latvia				•
Liechtenstein	•	•	•	
Luxembourg	•	•		
Macedonia		•	•	•
Mexico		•		
Moldova		•		•
Montenegro		•		•

		Core funding	Project funding	Seconded personnel	In-kind contributions
	Netherlands	•	•		
	Norway	•	•	•	•
	Romania				•
	Serbia		•	•	•
	Slovakia	•	•		•
	Slovenia		•	•	•
	Spain		•		
	Sweden	•	•		•
	Switzerland	•	•	•	•
	Ukraine				•
	United Kingdom	•			
	Uruguay		•		
	ECOWAS		•		
	European Union		•		•
	IOF		•		
	IPU				•
	NATO		•		•
	NATO PA		•		
	OSCE		•		•
	United Nations		•		•

DCAF Recent Publications

DCAF's operational activities were supported in 2012 by a number of policy-relevant research projects, resulting in some 30 monographs, edited volumes, and research papers published throughout the year. Most DCAF publications can be downloaded free of charge as PDF files from the DCAF website at www.dcaf.ch/publications. Printed and bound copies of some publications can also be obtained from the DCAF website or from the websites of commercial publishers or internet retail bookshops. The most recent titles published by DCAF are listed below.

Ombuds Institutions for the Armed Forces in Francophone Africa: Burkina Faso, Burundi and Senegal
Jean-Pierre Bayala, Athanase Ndikumana, and Dior Fall Sow, 2013

available in English and French at
www.dcaf.ch/publications

A Women's Guide to Security Sector Reform
Megan Bastick and Tobie Whitman, 2013

available in English and French at
www.dcaf.ch/publications

Freedom through Association: Assessing the Contributions of Female Police Staff Associations to Gender-Sensitive Police Reform in West Africa
Jenny Becker with Caroline Bowah Brown, Aisha Fofana Ibrahim, and Akosua Kuranchie, 2012

available at
http://www.nsi-ins.ca/fr/publications-2/2011/

Tunisia's Security Sector Legislation: Index 1956 -2011
Haykel Ben Mahfoudh, Jonas Loetscher, and Arnold Luethold (eds), 2012

Available in French at www.dcaf.ch/publications

Security Sector Reform Missions under CSDP: Addressing Current Needs
Sebastian Bloching, 2012

available at www.dcaf.ch/publications

Disarmament, Demobilization and Reintegration and Security Sector Reform: Insights from UN Experience in Afghanistan, Burundi, the Central African Republic and the Democratic Republic of the Congo
Alan Bryden and Vincenza Scherrer (eds), 2012

available at www.dcaf.ch/publications

Essentials of Defence Instituition Building
Hari Bucur-Marcu

available in English and French at
www.dcaf.ch/publications

Challenges Facing Arms Export Control in Ukraine and the Russian Federation
Center for Army, Conversion and Disarmament Studies (Kyiv), 2012

available in English and Ukrainian at
www.dcaf.ch/publications

Case Studies on Intelligence Governance in the Western Balkans
DCAF, 2012

available at www.dcaf.ch/publications

Female Staff Associations in the Security Sector
DCAF Backgrounder, 2012

available in Bosnian and English at
www.dcaf.ch/backgrounders

Palestinian Women and Security: Promoting the Rights of Palestinian Women and Girls through Legislation
DCAF Working Paper, 2012

Available in Arabic and English at
www.dcaf.ch/publications

The Montreux Document on Private Military and Security Companies: Proceedings of the Regional Workhop for North East and Central Asia
DCAF, 2012

available in English and Russian at
www.dcaf.ch/publications

The Montreux Document on Private Military and Security Companies: Proceedings of the Regional Workshop for Latin Ameria
DCAF, 2012

available in English and Spanish at
www.dcaf.ch/publications

Training Toolkit for Parliamentary Staffers
DCAF, 2012

Available at www.dcaf.ch/publications

Guidebook on Drafting Status-of-Forces Agreements (SOFAs)
Dieter Fleck, 2012

available in Arabic and English at
www.dcaf.ch/publications

The Integration of a Gender Perspective in the Sierra Leone Police
Aisha Fofana Ibrahim, 2012

available at www.dcaf.ch/publications

The Politics of EU Civilian Interventions and the Strategic Deficit of CSDP
Catriona Gourlay and Giji Gya, 2012

available at www.dcaf.ch/publications

The Security Sector Legislation of Ukraine
Anatoliy Grytsenko, Adriy Yermolaev, and Philipp Fluri (eds), 2012

available at www.dcaf.ch/publications

International Peace Mediation: A New Crossroads for the European Union
Antje Herrberg, 2012

available at www.dcaf.ch/publications

Almanac on Security Sector Oversight in the Western Balkans
Franziska Klopfer, Douglas Cantwell, Miroslav Hadžić, and Sonja Stojanović (eds), 2012

Availble in Albanian, Bosnian, Croatian, English, Macedonian, Montenegrin, and Serbian at www.dcaf.ch/publications

Security Sector Reform in Central Asia
Erica Marat, 2012

available at www.dcaf.ch/publications

Guidebook: Strengthening Financial Oversight in the Security Sector
Nicolas Masson, Lena Andersson and Mohammed Salah Aldin, 2012

available in Arabic, English, and French at www.dcaf.ch/publications

Almanac of the Security Sector of Ukraine
Oleksiy Melnik, et al. (eds), 2013

available in Ukrainian at www.dcaf.ch/publications

Security, Defence and Gender Training and Education Workshop Report
Pusetso Morapedi, 2013

available at www.dcaf.ch/publications
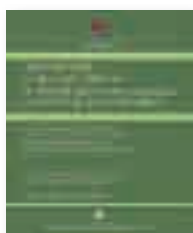
Civil-Military Relations and Democratic Control of the Security Sector
Plamen Pantev (ed.), 2012

available in English, French, Indonesian, Russian, and Ukrainian at www.dcaf.ch/publications

Gender Training for the Security Sector: Lessons identified and practical resources
Analee Pepper, 2013

available at www.dcaf.ch/publications

Penal Reform and Gender: Update on the Bangkok Rules
Caroline Pradier, 2013

available in English, French, Russian, and Ukranian at www.dcaf.ch/publications

Defying Victimhood: Women and Post-Conflict Peacebuilding
Albrecht Schnabel and Anara Tabyshalieva, 2012

UN University Press with the support of DCAF, available at http://unu.edu/publications/books

Building Integrity and Reducing Corruption in Defence
Todor Tagarev, 2012

available in Arabic, Armenian, English, Romanian, Russian,
and Ukrainian at www.dcaf.ch/publications

DCAF Handbooks

DCAF Handbooks are practical guides to specific issues of Security Sector Governance. They provide examples, best practices, norms and standards, as well as guidelines and checklists. In order to be accessible to the largest possible audience, DCAF Handbooks are published in multiple languages.
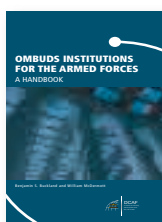
**Ombuds Institutions for the Armed Forces:
A Handbook**
Benjamin S. Buckland and William McDermott
DCAF, 2012
(Available in Albanian, English and Serbian; Arabic and French forthcoming)

available at www.dcaf.ch/publications
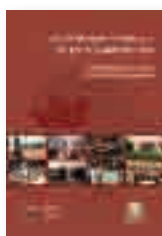
**Parliamentary Oversight of the Security Sector:
ECOWAS Parliament–DCAF Guide for West African
Parliamentarians**
Hans Born, Jean-Jacques Gacond, and Boubacar N'Diaye (eds)
DCAF and ECOWAS, 2011
(Available in English, French, and Portuguese)

available at www.dcaf.ch/publications

**Monitoring and Investigating the Security Sector:
Recommendations for Ombudsman Institutions to
Promote and Protect Human Rights for Public Security**
Eden Cole and Katrin Kinzelbach (eds)
DCAF and UNDP, 2008
(Available in English and Russian)

available at www.dcaf.ch/publications
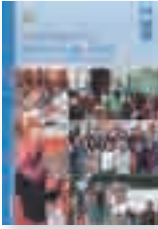
Public Oversight of the Security Sector: A Handbook for Civil Society Organisations
Eden Cole, Kerstin Eppert, and Katrin Kinzelbach (eds)
DCAF and UNDP, 2008
(Available in English, French, and Russian)

available at www.dcaf.ch/publications

Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel
Hans Born and Ian Leigh
DCAF and OSCE/ODIHR, 2008
(Available in Albanian, Bosnian, Croatian, English, French, Georgian, Russian, and Serbian)

available at www.dcaf.ch/publications

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, Pashto, Russian, Serbian, Spanish, Turkish, and Ukrainian)

available at www.dcaf.ch/publications

Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians
Hans Born, Philipp Fluri, and Anders Johnsson (eds)
DCAF and Inter-Parliamentary Union, 2003
(Available in Albanian, Arabic, Armenian, Azeri, Bosnian, Bulgarian, Chinese, Croatian, Dari, English, Estonian, Farsi, French, Georgian, German, Hungarian, Indonesian (Bahasa), Japanese, Kazakh, Kyrgyz, Latvian, Macedonian, Mongolian, Nepali, Polish, Portuguese, Pushto, Romanian, Russian, Serbian, Slovenian, Spanish, Tajik, Tetum, Turkish, Ukrainian, Urdu, and Uzbek)

available at www.dcaf.ch/publications

DCAF Yearly Books

Every year DCAF selects a topic of particular importance to be part of its flagship Yearly Book series. As of 2012, nine books in the series have been published. All books in the DCAF Yearly Book series can be downloaded free of charge from the DCAF website at www.dcaf.ch/publications. Printed and bound copies can be purchased from the publisher at www.litwebshop.de.

Back to the Roots: Security Sector Reform and Development
Albrecht Schnabel and Vanessa Farr (eds), 2012
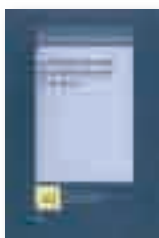
Security Sector Transformation in Africa
Alan Bryden and 'Funmi Olonisakin (eds), 2010

Security Sector Reform in Challenging Environments
Hans Born and Albrecht Schnabel (eds), 2009

Local Ownership and Security Sector Reform
Timothy Donais (ed.), 2008

Intergovernmental Organisations and Security Sector Reform
David M. Law (ed.), 2007

Private Actors and Security Governance
Alan Bryden and Marina Caparini (eds), 2006

Security Governance in Post-Conflict Peacebuilding
Alan Bryden and Heiner Hänggi (eds), 2005

Reform and Reconstruction of the Security Sector
Alan Bryden and Heiner Hänggi (eds), 2004
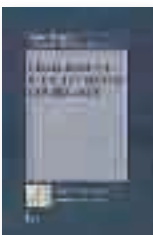
Challenges of Security Sector Governance
Heiner Hänggi and Theodor H. Winkler (eds), 2003

DCAF Toolkits

Overseeing Intelligence Services: A Toolkit
Hans Born and Aidan Wills (eds), 2012

(Available in Albanian, Bosian, Croatian, English, Macedonian, and Serbian)

DCAF's toolkit on overseeing intelligence services provides policy-relevant information on the establishment and consolidation of independent bodies to oversee state organisations involved in the collection, analysis, production and dissemination of intelligence in the national security domain. The toolkit's principal innovation is its provision of detailed guidance on the oversight of specific areas of intelligence services' activities.

available at www.dcaf.ch/publications

Toolkit on Police Integrity
DCAF, 2012

(Available in Albanian, Croatian, English, Macedonian, Romanian, and Serbian)

The Toolkit on Police Integrity aims to assist police services in designing effective measures to curb police corruption and thus improving public security, and strengthening the rule of law as well as public trust in the police.

available at www.dcaf.ch/publications

Gender and Security Sector Reform Toolkit
Megan Bastick and Kristin Valasek, 2008

(Available in Arabic, English, and French)

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

available at www.dcaf.ch/gssrtoolkit

The Gender and Security Sector Reform Training Resource Package
Megan Bastick and Kristin Valasek, 2008
(Available in English and French)

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

available at www.dcaf.ch/gssrtoolkit

Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector
Megan Bastick, 2011
(Available in English and French)

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

available at www.dcaf.ch/publications

Legislating for the Security Sector
(Available in Arabic, English, and French)

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

available at www.dcaf.ch/publications

Horizon 2015 Working Papers

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

On Cyberwarfare
Fred Schreier, 2012

International Coherence in Security Sector Reform
Alan Bryden, 2011

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

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

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

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

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

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

DCAF SSR Papers

In 2011, DCAF launched the SSR Papers – a flagship publication series intended to contribute innovative thinking on important themes and approaches relating to SSR in the broader context of security sector governance. SSR Papers provide original and provocative analysis on topics that are directly linked to the challenges of a governance-driven security sector reform agenda. Four new SSR papers were published in 2012 and all titles in the SSR Papers series can be downloaded free of charge at www.dcaf.ch/ssrpapers.

SSR Paper 7

Mapping Evolving Internal Roles of the Armed Forces
Albrecht Schnabel and Marc Krupanski, 2012

SSR Paper 6

Measuring the Impact of Peacebuilding Interventions on Rule of Law and Security Institutions
Vincenza Scherrer, 2012

SSR Paper 5

The Rule of Law and Security Sector Reform: Conceptualising a Complex Relationship
Christoph Bleiker and Marc Krupanski, 2012

SSR Paper 4

International Intervention and the Use of Force: Military and Police Roles
Cornelius Friesendorf, 2012
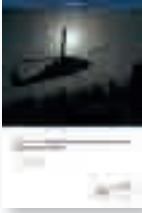
SSR Paper 3

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

SSR Paper 2

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

SSR Paper 1

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

DCAF Backgrounders

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

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

- **Child Soldiers**
- **Contemporary Challenges for the Intelligence Community**
- **Defence Attachés**
- **Defence Reform**
- **Democratic Control of Armed Forces**
- **Intelligence Services**
- **Female Staff Associations in the Security Sector**
- **Gender and Security Sector Reform**
- **Military Justice**
- **Military Ombudsman**
- **Multiethnic Armed Forces**
- **National Security Councils**
- **National Security Policy**
- **Parliamentary Committees on Defence and Security**
- **Parliamentary Oversight of Intelligence Services**

- **Parliament's Role in Defence Budgeting**
- **Parliament's Role in Defence Procurement**
- **Police Reform**
- **Private Military Companies**
- **Security Sector Governance and Reform**
- **Security Sector Reform and Human Rights**
- **Security Sector Reform and Intergovernmental Organisations**
- **Security Sector Reform in Post-Conflict Peacebuilding**
- **Sending Troops Abroad**
- **States of Emergency**
- **Trafficking in Human Beings**
- **Vetting and the Security Sector**

DCAF Websites

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

www.dcaf.ch

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

issat.dcaf.ch

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

www.icoc-psp.org

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

www.icoaf.org

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

www.gssrtraining.ch

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

www.unitar.org/ptp/ssr

This website offers an introductory e-learning course on SSR, jointly developed by DCAF and United Nations Institute for Training and Research. .

Annexes

www.asset-ssr.org   The website of the Association for Security Sector Reform Education and Training (ASSET).

www.ipf-ssg-sea.net   The website of the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG).

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

www.legislation-securite.tn   This comprehensive database contains legislation governing Tunisia's security sector as well as treaties that Tunisia has signed in the field of human rights, security and defence cooperation. The content is available in Arabic and French.

spcp2012-16.ch   The website of the Swiss Regional Police Cooperation Programme in the Western Balkans. The Programme aims at strengthening regional police cooperation in the Western Balkans during the period 2012 to 2016 in order to ensure a more efficient and effective fight against organised and serious crime.

DCAF Strategy Paper 2012-2015

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

I.   The international setting for Security Sector Governance and Reform

1.   The **good governance of the security sector** is an essential precondition for peace, stability, sustainable development, the rule of law and democracy. Furthermore an effective, efficient and well governed security sector is key to ensuring national and human security, and the ability of States to face new and emerging security challenges.

2.   States in transition towards democracy or emerging from conflict have particularly acute needs in improving Security Sector Governance (SSG) through Security Sector Reform (SSR). As a result, SSG/SSR have become important elements of conflict prevention, conflict management and conflict resolution as well as post-conflict reconstruction. It is an integral part of democratisation processes and of the transition from post-conflict reconstruction to longer term development.

3.   It has been internationally recognised that a comprehensive approach is needed which integrates **security, development and the rule of law** – for these form a triangle that is intrinsically linked. There cannot be development without safeguarding state and human security; and there cannot be security in the longer term without sustainable development. Building a functioning security sector responsive to the needs and human rights of citizens within the framework of democratic governance is, in turn, an important contribution to reinforcing the rule of law.

4.   Security challenges such as organised crime, cyber threats, terrorism, trafficking and illegal migration will create, in the years to come, additional challenges in the area of SSG and SSR. Moreover, the growing role of private military and security companies (PMSCs) in the SSR field highlights the increasing importance of non-state actors in general, and private public partnerships in particular, and the consequent need for broadening effective oversight and regulation.

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

5. Over the last few years most international organisations, and many bilateral donors, have increased their focus on SSG/SSR and developed, or are in the process of developing, corresponding strategies or policy frameworks – often calling upon DCAF expertise. This trend is likely to continue and broaden, given the increase in donor spending in this area and the publication of key reports such as the 2011 World Development Report, which underlines the need to focus on citizen security and justice, and will help set the donor agenda over the period covered by DCAF's strategy.

6. While the international community is making significant strides in developing policy frameworks for SSG/SSR, there remains a clear need to **bridge gaps between policy and practice** in providing coherent, coordinated and context-specific support to SSG/SSR programming. There is the consequent need to develop and implement strategies at the international, regional, sub-regional, national and sub-national level, and to improve the coordination of efforts in this field. Impartial and reliable expertise will be needed in this context.

7. SSG and SSR – DCAF's core business – are thus among the areas of expertise that will continue to remain internationally much **in demand** in the years to come. DCAF is therefore well positioned for the period 2012-2015.

II. DCAF's mission and comparative advantages

8. The Geneva Centre for the Democratic Control of Armed Forces (DCAF) has established itself as one of the world's **leading institutions in the area of SSG and SSR**. DCAF's core mission is to assist its Member States, partners and the international community at large in their efforts towards good governance and reform of the security sector. This entails:

    •   Supporting the development, promotion, harmonization and implementation of relevant **concepts, norms, standards, strategies and policies** at the international, regional, sub-regional, national and sub-national level

- **Broadening and deepening the understanding** of SSG and SSR by integrating into it relevant trends such as the implications of globalisation and the growing phenomenon of private public partnerships

- Systematically collecting, analysing, documenting, networking, debating and disseminating policy-relevant **knowledge** and expertise in all areas of SSG/SSR

- Providing effective and impartial **advisory field services, training support, operational guidance tools and knowledge services**

- Offering the international community a readily available **operational tool box** for the implementation of its SSG and SSR needs and offering upon request – either independently or together with competent partners – integrated and tailor-made **practical assistance** programmes on the ground in the area of SSG and SSR

9. DCAF, moreover, understands the central role of a human security perspective in SSR, and especially the importance of ensuring that security institutions and policies be gender-responsive. In line with the international community's increased attention to gender and security, as expressed *inter alia* in several UN Security Council resolutions, DCAF combines dedicated gender and security work with the clear determination to mainstream a gender-responsive approach throughout all its activities. Specifically, DCAF will seek to ensure the meaningful and equal participation of women and men in SSG and SSR decision-making, and take the differing security sector experience of women and men into consideration in all DCAF activities. This focus is meant to sustain DCAF's position as the global centre of reference for gender integration into SSR and SSG

10. DCAF builds activities around its **comparative advantages**. These include:

- Neutrality and impartiality

- The combination of policy-oriented conceptual and analytical work with strong operational capabilities

- The ability to rapidly deploy tailored operational support across the SSG/SSR spectrum in order to reinforce the capacity of the international community

- A holistic approach to SSR/SSG, i.e. the ability to provide expertise across practically the entire spectrum of SSR/SSG issues

- The position of the organisation at the crossroad between a non-governmental organisation (NGO) and an intergovernmental organisation, combining the flexibility of the former with international membership and mobilisation capability of the latter.

III. Operational implications

Geographical scope

11. From its establishment in 2000, DCAF's initial geographical focus was on the **Western Balkans and the Newly Independent States**. DCAF's engagement has continued and evolved to support pragmatic reforms. While these regions will remain priority areas of work for the Centre in 2012-2015, DCAF's **geographical range has expanded** – reaching out to the Middle East and North Africa (MENA) region, Sub-Saharan Africa, and parts of Asia and Latin America. DCAF has a particularly important role to play in supporting democratic transitions in the global South that will be pivotal for future regional security and development.

12. There is demand from members and partners for further **prudent geographical diversification**. The Centre cannot ignore this reality. In order to remain relevant in its field, DCAF must be able to offer its services wherever they are required, paying full respect to geographical and cultural diversity. At the same time geographical diversification must be carried out in a gradual and careful way. Both geographical and substantive overstretch must be avoided. In the period 2012-2015 a particular emphasis will have to be put on the MENA region and Sub-Saharan Africa. At the same time, building on the establishment of DCAF's International Security Sector Advisory Team (ISSAT), the ability to deploy **expert missions to any part of the globe** at short notice will be further strengthened.

Substance

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

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

14. DCAF intends to strengthen **links with international and regional organisations involved in SSG/SSR**. DCAF's most important partners will remain the United Nations, the European Union (EU), the Organisation for Economic Co-operation and Development (OECD) and its Development Assistance Committee (OECD DAC), the Organization for Security and Co-operation in Europe (OSCE) and the African Union (AU). Close cooperation will be sought with sub-regional organisations such as the Economic Community of West African States (ECOWAS), the Southern African Development Community (SADC) and others. Particular emphasis will be given to partnerships that contribute to local capacity-building, empowerment and ownership. DCAF will thus continue to assist countries, alone or in conjunction with regional or sub-regional organisations, in developing legislation, institutions and structural capacity for security sector governance. DCAF will also help **donor countries** in designing, implementing, monitoring and reviewing their international support programmes to SSG and SSR in third countries. Close links will continue to be fostered with partners such as the Organisation Internationale de la Francophonie (OIF), the OSCE Office for Democratic Institutions and Human Rights (ODIHR), and the Inter-Parliamentary Union (IPU). The Centre intends to contribute also to projects within the framework of the North Atlantic Treaty Organization (NATO) / the Euro-Atlantic Partnership Council (EAPC) / the Partnership for Peace program (PfP) / NATO Parliamentary Assembly.

15. DCAF seeks to strengthen its position as a forum in which **donor and partner countries** meet on an equal footing. It promotes regional approaches and provides a platform for the advancement of coherent, coordinated and locally-owned SSR policies within the framework of democratic security sector governance.

16. Existing **knowledge gaps** will continue to be closed in the period 2012-2015 either by way of further expanding DCAF's in-house expertise and capacity or through close cooperation with competent partners.

17. The promotion of **local ownership** of SSG and SSR processes remains indeed the key objective of DCAF's work. This requires approaches in which external actors accept the premise that they are only facilitators

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

18. **Expert pools** at the disposal of the Centre, both international and local, will be further strengthened. The development of a fully established and trained expert roster within DCAF's ISSAT has proven particularly valuable.

19. There is a growing awareness of the strong linkages between **post-conflict peacebuilding** issues such as SSG/SSR, disarmament, demobilization and reintegration (DDR), human rights and the rule of law. Although acknowledged, much needs to be done to make these linkages operational. DCAF will, therefore, continue to map these linkages and support bilateral and multilateral actors to operationalise them in their post-conflict peacebuilding efforts. In particular, DCAF will assist SSG institutions as a key means to link these related concerns.

20. The SSG approach must go beyond the level of the state to emphasise the **human security** of individuals and communities. In promoting such an approach, DCAF also recognises the need to address **non-state security and justice actors**, and the role they play in SSG/SSR processes. This includes the need for oversight and regulation of "top down" actors such as private military and security companies (PMSCs), but also reflects the need to further broaden and deepen the understanding of the role of "bottom up" non-state or informal groups.

21. International mandates, entrusted to the Centre to provide tailor-made support to multi-stakeholder governance processes, may become particularly important. Current examples include ISSAT, the International Secretariat of the Convention on Police Cooperation in Southeast Europe (PCC), the informal international Ombudsman Institutions Association, and support to the Steering Committee of the International Code of Conduct for Private Security Service Providers (ICoC).

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

Quality Control

23. **Quality** of the Centre's work will continue to have priority over quantity. The Centre will be measured by the concrete results and impact it produces within the field and on the ground. DCAF's impact is reflected on at least three levels: in introducing and mainstreaming the notions of SSG/SSR across the international community; in providing the international community with the necessary tools to implement SSG/SSR strategies; and, in providing comprehensive, integrated support to SSG/SSR programmes on the ground.

24. DCAF will further strengthen appropriate **quality control mechanisms and planning tools**. With key donors, the results may be monitored through strategic framework arrangements. At the same time, the strategic dialogue with all members and donors will be intensified with a view to providing DCAF with clear mid- and long-term perspectives and to defining priorities.

Structures

25. DCAF's current structures, based on divisions, has been rendered more flexible through the creation of over-arching Task Forces that encourage **cross-divisional cooperation** and better integration of the Centre's various activities on the ground. The number of divisions will be increased prudently, if appropriate, and if demand should so require. The development of ISSAT as an integral part of DCAF has offered an important new dimension to the Centre's capabilities. That development will have to be matched by a further strengthening of the geographical divisions' long term presence on the ground.

26. **Staff secondments** from members will be further encouraged. Such secondments complement, but cannot replace, permanent in-house expertise. Secondments must be recognised as a valuable tool for capacity-building and local empowerment in partner countries.

27. In-house training will be used to develop and sustain, in an ever more diversified team, a solid "**unité de doctrine**".

28. The strategy of creating **regional offices**, such as DCAF Brussels, DCAF Ljubljana or the DCAF offices in Abuja, Beirut and Ramallah, has proven useful and has served as a model for DCAF's office in Tunis which was established in 2011 in response to changes in the North Africa.

29. The Centre will use **interactive distance-learning tools and digital media** for training and outreach, where appropriate. The DCAF website **www.dcaf.ch** will continue to provide relevant and transparent information about the Centre's activities and for that purpose be regularly improved in order to bring it as close as possible to the needs of customers and partners.

Finances

30. A healthy financial situation at the Centre remains a vital obligation. In order to face the challenges of the future, DCAF will continue to diversify its financial base. In this context the drive to secure additional core funding is a priority. Long-term development of the Centre requires an increased **mid- and long-term predictability of financial flows**.

31. Yet, in all probability much of DCAF's financial growth in the future will come from project funding. This implies flexibility in responding to international demand in the areas where DCAF can offer expertise. The Centre will have to strike a **balance between being demand-driven and driving demand**. In this respect, the experience the Centre gains on the ground will be crucial. It will allow DCAF to develop context-specific lessons learned likely to influence policy approaches, but also to secure specific mandates. DCAF's June 2007 inclusion in the OECD DAC list of organisations eligible for official development assistance is in this respect strategically important.