



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

DIRECTOR'S REPORT

2005

TABLE OF CONTENTS

Executive Summary. DCAF in 2005: Implementing the New Strategy	1
1. A Breakthrough in the Recognition of the Relevance of the Security Sector Reform Concept	1
2. New Horizons.....	2
3. Perfecting the Centre's Tool Kit.....	3
I. Introduction	5
1. Scope and Purpose of the Report.....	5
2. Origins.....	5
3. Mission and Objectives of the Centre.....	5
II. Foundation Council & International Advisory Board	7
1. Foundation Council.....	7
2. Bureau of the Foundation Council.....	10
3. International Advisory Board.....	10
III. The Centre	13
1. Management and Staff.....	13
2. Facilities.....	14
3. Finances.....	14
IV. Activities	17
1. Research Division and Information Resources	17
1.1 DCAF Working Groups	17
1.1.1 Security Sector Reform.....	17
1.1.2 Parliamentary Control of Armed Forces	18
1.1.3 Legal Aspects of Security Governance.....	18
1.1.4 Democratic Control of Internal Security Services	19
1.1.5 Civil Society Building.....	20
1.1.6 Security Sector Governance in Africa.....	20
1.1.7 Security Sector Reform in the Middle East and North Africa.....	21
1.2 Special Projects and Joint Ventures.....	22
1.2.1 Post-Conflict Peacebuilding	22
1.2.2 Policy Advice on Security Sector Reform Norms and Concepts.....	22
1.2.3 Institutional Partnerships.....	23
1.2.4 United Nations Office at Geneva.....	24
1.3 Information Platforms.....	24
1.3.1 Publications.....	24
1.3.2 DCAF Website.....	25
1.3.3 In-house Documentation.....	25
1.3.4 Legal Database.....	25

2. Operations	26
2.1 The Operations Division.....	26
2.2 Border Security Programme.....	26
2.3 Advising on Good Governance and Reform of Security and Defence.....	29
2.4 The Kosovo Programme.....	32
2.5 Parliamentary Assistance.....	33
2.6 Intelligence Reform.....	34
2.7 DCAF Young Faces Network.....	35
2.8 Civil Society Empowerment.....	35
3. Special Programmes	36
3.1 Partnership for Peace (PfP) Consortium.....	36
3.1.1 PfP Consortium Annual Conference.....	36
3.1.2 PfP Consortium Security Sector Reform Working Group	36
3.1.3 PfP Consortium Senior Advisory Council and Consortium Steering Committee	37
3.2 Collaboration with the Austrian National Defence Academy.....	37
3.3 Women in an Insecure World.....	37
3.3.1 The Book and its Launch.....	37
3.3.2 The Documentary.....	38
3.3.3 Conferences and Presentations.....	38
3.3.4 Personnel.....	38
3.3.5 Global Coalition – Women Defending Peace.....	38
3.4 Children in an Insecure World.....	38
3.4.1 The Book.....	38
3.4.2 Publication of a DCAF Occasional Paper.....	39
3.4.3 Cooperation with Geneva Call.....	39
3.4.4 Cooperation with the Coalition to Stop the Use of Child Soldiers.....	39
3.4.5 Training.....	39
4. The Deputy Director's Office	39
5. DCAF Brussels	40
6. Other Activities	40
7. Looking Ahead	42

ANNEXES

Annex 1	DCAF Foundation Council.....	45
Annex 2	DCAF Foundation Council's Bureau.....	48
Annex 3	DCAF International Advisory Board.....	49
Annex 4	DCAF Strategy Paper 2005-2008.....	53
Annex 5	DCAF Organisational Chart.....	57
Annex 6	DCAF Integrated Planning Cycle.....	58
Annex 7	DCAF Budget 2006.....	59
Annex 8	DCAF Publications.....	62

DIRECTOR'S ANNUAL REPORT

2005

EXECUTIVE SUMMARY

DCAF IN 2005: IMPLEMENTING THE NEW STRATEGY

1. A Breakthrough in the Recognition of the Relevance of the SSR Concept

2004 was a year in which DCAF conducted a major strategic review of its structures and activities, resulting in the Strategy Paper 2005-2008. In 2005, DCAF implemented its key findings and directions.

The Centre's new Strategy starts with the assumption that security sector reform (SSR) and good governance of the security sector will become ever more relevant concepts at the international level. This prediction is being dramatically confirmed by events. Thus, the OECD's Development Assistance Committee (DAC) is in the process of developing an implementation framework for SSR. The United Nations Security Council (UNSC) acknowledged that SSR is an essential element of post-conflict peacebuilding. Indeed, the Slovak Republic intends to focus on SSR during its upcoming Presidency of the UN Security Council. The Council of the European Union has adopted an EU Concept for European Security and Defence Policy (ESDP) which supports SSR. Consequently, the Commission has embarked on developing an EC Concept for SSR. SSR has thus been a cornerstone of both the British and the Austrian EU Presidencies. In Recommendation 1713, the Council of Europe's Parliamentary Assembly has recommended to the Committee of Ministers, on the basis of a report to which DCAF contributed, to promote democratic oversight of the security sector in member states. Following this trend, some OSCE members feel the time is ripe to strengthen the implementation of the OSCE Code of Conduct on Politico-Military Aspects of Security. And ECOWAS has decided to develop a West African Code of Conduct for Armed and Security Forces.

As the only international institution that covers the entire spectrum of SSR and security sector governance (SSG), combining analytical strength with operational capabilities, DCAF was bound to prosper with this international trend. As a result of the strategic decisions taken the previous year, the Centre was able to contribute to virtually all the initiatives mentioned above. DCAF has been highly committed to supporting the work of the British and Austrian EU Presidencies to develop an overarching EU SSR concept. It has, in this context, co-authored (under a mandate from the EU's Paris-based Institute for Security Studies) the first study on the promotion of SSR/SSG in the Union's New Neighbourhood. As a result, the Centre was invited to present a set of suggestions to the joint Council-Commission Conference on SSR held in November 2005, providing through its experts' input to the Commission's subsequent Communication on SSR. Also, at a joint conference held by the Austrian EU Presidency, EU ISS and DCAF, the Centre presented a 'food for thought' paper on shaping an EU SSR strategy and on applying it to the Western Balkans. Cooperation will clearly continue with the Austrian and the subsequent Finnish Presidencies. Similarly, the upcoming Slovak UN Security Council Presidency has invited DCAF to join its advisory team while ECOWAS has mandated DCAF to support the development of its Code of Conduct. The Belgian OSCE Chairmanship in Office invited DCAF to draft a 'food for thought' paper on options to update the OSCE Code of Conduct. And it was DCAF that published the first comprehensive study on post-conflict peacebuilding from a security governance perspective to inform the work of the new UN Peacebuilding Commission.

The Strategy Paper's clear emphasis on quality over quantity has been carefully observed in our publications policy. DCAF has, throughout 2005, been able to gain and maintain thematic leadership in an evolving international debate. Beyond those discussed above, examples include the issues of private military and security companies, the 'double democratic deficit' in the parliamentary oversight of peace support operations, as well as SSR in the Middle Eastern context. The Centre's policy to publish not only in English, but in some 40 languages has again proven its value. Handbooks and policy papers are only useful to a partner if they can read them in their mother tongue. DCAF has, for similarly practical reasons, also further diversified its publication package through the 'Backgrounder' series). This series has been well received on the ground, and also further enhances cooperation between the research and operational divisions of the Centre – the objective being that each operational activity will be accompanied by easy to use policy papers in English and in the partner's language.

A new level of cooperation reflected in growing international mandates was visible at the operational level. Most notably, DCAF was tasked by the UN Special Representative of the Secretary General (SRSG) and the Head of the United Nations Interim Administration Mission in Kosovo (UNMIK) to begin an 'Internal Security Sector Review' in Kosovo that will run parallel to the status negotiations. DCAF's work, generously funded by the Dutch government, proved critical because of the unexpected delay in setting up the international UN support structure originally planned for the purpose of review. Similarly, the Centre has evolved into a trusted partner of the PfP Partnership Action Plan on Defence Institution Building (PAP-DIB) and has received mandates from the UNDP in the former Soviet Union in the areas of parliamentary assistance and civil society empowerment. DCAF's growing reputation was also clearly evidenced at the Review Conference on the Centre's border security project, held in Sarajevo in February 2006. The Conference was attended by five Ministers of the Interior of the region and led to a joint Ministerial Declaration (signed by Bosnia and Herzegovina, Serbia, Montenegro, the Republic of Macedonia¹, and Albania) pledging a substantial increase in cross-border cooperation in the Western Balkans.

2. New Horizons

The Strategy Paper 2005-2008 called for a transition from a rapid set-up to a period of sustained growth. It reaffirmed the Centre's determination to offer long-term assistance to South Eastern Europe, the Newly Independent States, and other established partners. Commitments to new regions should be made, the paper argued, but in a careful, step-by-step way. It therefore identified the Centre's emerging geographical horizons for the next years, specifically West Africa, The Middle East and North Africa, as well as, in thematic terms, a focus on 'Women and Children in an Insecure World'.

This choice has, in 2005, proven to be the right one. Each of these three areas of attention showed, in 2005, substantial progress:

- The Centre's West Africa programme has been strongly developed. On the basis of a Memorandum of Understanding (MOU) with the ECOWAS Secretariat and with strong financial support from the Government of Sweden, DCAF is, as already mentioned, assisting in the development of a Code of Conduct for Armed and Security Forces in West Africa. On the basis of a separate MOU with the ECOWAS Parliament, DCAF is also preparing a handbook on democratic oversight of the security sector specifically tailored to the needs of the region that will provide a starting point for capacity-building activities. DCAF's International Advisory Board has been significantly strengthened in its expertise on Africa by the addition of several experts from the region;
- The Centre's Middle East and North Africa programme, with the financial support of the Swiss Foreign Ministry, organised a number of workshops in the region (including in Amman, Islamabad, Cairo, Ramallah and Beirut), among them the first workshop on security governance and a survey of public perceptions of security sector governance in the West Bank, the Gaza Strip and East Jerusalem. DCAF has therefore posted an advisor in Ramallah to liaise with all relevant institutions and actors. Moreover, the partner network in the region is being systematically strengthened;
- The publication of 'Women in an Insecure World' – the first comprehensive documentation of violence against women in daily life, in war and conflict and in post-conflict situations – has opened an important new dimension in the work of the Centre. The book was favourably reviewed (including in *The Economist*) and formally launched at the Swiss Mission to the United Nations in New York, the US State Department and the Swiss Embassy in Washington, the ICRC Museum in Geneva as well as at the new Peace Studies Institute at the Alexandria Library in Egypt. Additional launching events will follow in 2006. A related TV documentary will soon follow. The project, financially supported by Switzerland, Sweden, Swiss TV, and Amnesty International, brought the Centre new partners (such as the Suzanne Mubarak Movement) and increased renown. For the Centre it has proven important to look at its area of work also from the victims' perspective. As a result, DCAF will integrate this dimension systematically into its other activities – e.g. by looking at the SSR requirements in the fight against the trafficking of women and in its work on normative texts and codes of conduct. A parallel project on 'Children in an Insecure World' offers similarly important prospects.

¹ Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

These new areas of attention could be further developed without hindering the other activities of the Centre, notably in South Eastern and Eastern Europe, as each has attracted substantial additional project funding. There is every reason to believe that this trend will continue. The new components have, at the same time, further strengthened the Centre's ability to offer the comprehensive expertise required to address the interlinked and complex problems of a globalised world. New partnerships (such as with the International Centre for Transitional Justice) have provided much needed complementary expertise. Additional steps will be required, most notably in the area of policing and in the Centre's ability to conduct rapid assessment missions. Yet the overall strategic concept has clearly proven to be sound.

3. Perfecting the Centre's Tool Kit

Key elements that permitted the Centre to respond to a growing and diversifying demand for its services were all identified under the new strategy adopted at the end of 2004. These included the streamlining of its structures, the creation of the Integrated Planning Cycle management tool, and a necessary rapid reaction capability (founded on dedicated reserves of management time, manpower, and financial resources). Of no less significance was another decision taken under the new strategy: the founding of DCAF's new legal presence and Office in Brussels. DCAF Brussels is an *association sans but lucratif* under Belgian law, with a permanent staff housed on the premises of the Centre for European Policy Studies (CEPS). Opened on 30 September 2005, DCAF Brussels has already proven its ability to enhance DCAF's relationship with the European Union, NATO, and the Brussels international community. Its role will grow in the years to come.

Significant progress was made on several other fronts: The Centre's website was modernised, additional real estate was rented – not only in Brussels, but also in Geneva – and the Centre's staff has grown by some 10%. The relationship between DCAF and the Swiss government was put on a new and very solid basis through a multiyear framework agreement (which provides the Centre with complete managerial independence) and the creation of an inter-ministerial working group on SSR/SSG within the Federal administration in Bern of which DCAF has been invited to become a member.

The single most important factor for the Centre's success was, however, its ability to strengthen and to diversify its financial base. Sweden decided, in 2005, to increase substantially its contribution to DCAF both in core funding and project money. An additional leap forward will follow in 2006. Substantial financial support was also obtained from the Netherlands, the OSCE, UNDP and NATO. Negotiations with several additional countries have progressed, while the support the Centre receives in-kind, on the ground and through seconded personnel continues to grow. At the end of 2005, no less than 30 countries were supporting DCAF financially. The Swiss contribution, in spite of cuts in core funding, has not shrunk, but has become more diversified. The Centre is now fully in control of its infrastructure, which in the past was paid by Bern, and under the new system is paid directly by DCAF out of a correspondingly increased Swiss contribution. At the same time, the Swiss Armed Forces have become an important partner that seconds an officer to the Centre and finances important projects through its international budgets. As a net result, the Centre's financial situation was, at the end of 2005, very solid indeed. The success in broadening and diversifying that financial base is seen as the most telling indicator that DCAF is doing a useful job and is increasingly seen as a reliable and trusted partner. That this trust is not misplaced was illustrated when DCAF's finances and financial management were (as the last step in the strategic review initiated in 2003) subjected to a formal inspection by the Swiss Federal Financial Inspectorate in the summer of 2005. Not a single criticism was formulated towards the Centre.

2006 will, hopefully, be a continuation of the work done in 2005. The Centre aims for steady, balanced growth in which continued emphasis on quality before quantity will remain the focus of our endeavours.

I. INTRODUCTION

1. Scope and Purpose of the Report

The Director of the Geneva Centre for the Democratic Control of Armed Forces (DCAF) is requested by the Foundation Council to regularly report on the Centre's activities. Moreover, under the terms of a framework agreement concluded between DCAF and the Swiss Federal Department of Defence, Civil Protection and Sports (DDPS) and the Swiss Department of Foreign Affairs (DFA), the Director is held to report to the latter annually on the progress made by the Centre and the use made of the funds put at DCAF's disposal by DDPS and DFA.

This report fulfils these obligations.

2. Origins

The Foundation of the Geneva Centre for the Democratic Control of Armed Forces was established on 27 October 2000, at the initiative of the Swiss government. Twenty-three governments were founding members. The Foundation operates the Geneva Centre for the Democratic Control of Armed Forces (DCAF), which is run by an international staff.

The creation of DCAF resulted from almost two years of preparatory work carried out by the DDPS and DFA. When joining the Partnership for Peace in 1996, Switzerland declared the democratic control of armed forces to be a priority area within its PfP programme. The creation of the new Geneva Centre represented a tangible expression of this policy. It was also a tool to strengthen cooperation with other important players such as the EU, the UN, OSCE, the Council of Europe and the international NGO community in the crucial area of Security Sector Reform and Governance.

DCAF's legal status – a foundation under Swiss common law, whose members are however governments represented in the Foundation Council, normally at the level of ambassador – is modelled after the two other Geneva Centres: the Geneva Centre for Security Policy and the Geneva International Centre for Humanitarian Demining. DCAF is in fact a hybrid of an NGO and an International Organisation, combining the quick reaction capability of the former with the stamina and mobilisation-capability of the latter.

3. Mission and Objectives of the Centre

The reform and good governance of the security sector are preconditions for peace, stability, the rule of law, democracy, sustainable development, and human security.

The civilian and parliamentary, and hence democratic, oversight of all components of the security sector (armed forces, paramilitary forces, police, border guards, intelligence agencies, state security structures and other internal security forces) presents a key challenge for many countries in transition towards democracy. As a dangerous legacy of totalitarianism, dictatorship and – all too often – conflict and civil strife, unreformed (and often fragmented) security structures pose the risk of remaining a 'state within a state' – if not a set of dangerously rivalling 'states within a state' with badly defined and often conflicting competences. They are a major impediment on the road towards democracy and the rule of law, consume a disproportionate share of scarce resources, may foster corruption, and thus become an obstacle to socio-economic development.

Similarly, the erosion or outright loss of the state monopoly of legitimate force represents, in many parts of the world, one of the key threats to peace, democracy and prosperity. This is particularly true in post-conflict situations where restoring the state monopoly of legitimate force and the establishment of commensurate transparent oversight mechanisms based on democratic principles remains one of the most crucial steps in the efforts towards reconstruction, reconciliation, and economic recovery.

Good governance of the security sector, and the corresponding need for security sector reform, have been recognised by international development donors as an instrument to improve the efficiency and effectiveness of

conflict prevention and development assistance. Where armed gangs and warlords use child soldiers, and engage in the illicit trafficking of human beings, drugs, arms, and other commodities, human rights and sustained development have no chance. It is for this reason that the UN has launched its Peacebuilding initiative and that the European Union has decided to develop an overarching EU security sector reform concept.

Finally, both the evolving threats of the post 9/11 world and organised international crime require a response that integrates all components of the security sector. The fight against these new strategic threats must be accompanied by an important counterbalancing element: the commensurate strengthening of civilian and parliamentary oversight mechanisms over the security sector. This is true particularly with respect to the rapidly growing phenomenon of private military and security companies.

Different regional and national contexts, including transitional, developing and post-conflict settings, provide very different environments for security sector reform. It is therefore essential that interventions in this field reflect the particularities of these different settings.

DCAF has the mission to assist the efforts of the affected countries and of the international community towards good governance and the reform of the security sector on the basis of the principles of democratic control by:

- Supporting the international community in the development and promotion of relevant norms, standards, rules and procedures at both the international and national level;
- Systematically collecting, analysing, documenting, and publishing policy-relevant information and expertise (the 'lessons learned') and best practices in security sector reform and governance;
- Offering, at the operational level, tailor-made assistance programmes on the ground in order to put the knowledge thus accumulated at the disposal of all those who need it – be they governments, security sector structures, parliaments or civil society actors.

II. FOUNDATION COUNCIL AND INTERNATIONAL ADVISORY BOARD

1. Foundation Council

The supreme body of the DCAF Foundation is the Foundation Council, whose work is prepared by the Bureau of the Council. The members of the Council represent the DCAF member states (and the Canton of Geneva) in the Foundation. The President of the Foundation chairs both the Council and its Bureau. The Foundation's By-Laws² regulate all legal aspects and practical procedures of DCAF.

In accordance with the By-Laws, DCAF's Foundation Council met twice during the reporting period, on 21 April 2005 and on 1 December 2005, in Geneva. The meeting in April was primarily dedicated to the Director's Annual Report on the activities of the Centre in 2004-2005, the presentation of the report of the Auditors for 2004, and the adoption of Accounts for 2004. The December meeting was marked by the adoption of the Centre's Budget for 2006.

In addition to the Foundation Council's plenary sessions in Geneva, DCAF continued a series of regional Council meetings. These meetings are hosted by DCAF member states and allow for a focus on practical issues and problems of reform specific to certain regions.

In conjunction with the inauguration of DCAF's office in Brussels, a regional Foundation Council meeting on *Security Sector Governance and Reform: A Challenge for the European Union* was held on 30 September 2006. Ambassador Stefano Sannino, the European Commission's Representative to the Political and Security Committee, delivered the keynote address. The meeting addressed the following issues:

- the EU's approaches to the promotion of Security Sector Governance;
- Security Sector Governance and Transatlantic relations;
- The role of parliamentarians in the promotion of Security Sector Reform;
- The contribution of civil society to Security Sector Reform in the EU's Neighbourhood.

In 2005, no new countries joined the DCAF Foundation, leaving the number of DCAF member states at 46. However, an invitation to join the DCAF Foundation was extended to the Principality of Liechtenstein. Also, invitations to the countries of Central Asia are being considered.

The following table lists DCAF Foundation member states by date of membership. The succeeding paragraph lists DCAF Foundation member states alphabetically.

DCAF Foundation Member States by Date of Adhesion

27 October 2000	Albania, Austria, Bulgaria, Czech Republic, Estonia, Finland, France, (Canton of) Geneva, Germany, Hungary, Ireland, Latvia, Lithuania, Macedonia ³ , Nigeria, Poland, Romania, Russian Federation, Slovak Republic, Switzerland, United Kingdom, United States, Ukraine ⁴
2 April 2001	Bosnia and Herzegovina, Croatia, Federal Republic of Yugoslavia, Italy, Slovenia, Sweden, The Netherlands
4 December 2001	Côte d'Ivoire, Georgia, South Africa, Spain
3 June 2002	Moldova
14 November 2002	Armenia, Azerbaijan, Belarus, Denmark, Greece, Norway

² DCAF's By-Laws were adopted on 27 October 2000 and amended on 2 April 2001.

³ Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

⁴ These countries are DCAF's founding members.

29 April 2003	Canada, Luxembourg, Portugal
20 November 2003	Turkey
6 May 2004	Belgium

DCAF Foundation Member States: Alphabetical List and Date of Adhesion

Albania * ⁵	27 October 2000	Latvia *	27 October 2000
Armenia	14 November 2002	Lithuania *	27 October 2000
Austria *	27 October 2000	Luxembourg	29 April 2003
Azerbaijan	14 November 2002	Macedonia *	27 October 2000
Belarus	14 November 2002	Moldova	3 June 2002
Belgium	6 May 2004	Netherlands	2 April 2001
Bosnia and Herzegovina	2 April 2001	Nigeria *	27 October 2000
Bulgaria *	27 October 2000	Norway	14 November 2002
Canada	29 April 2003	Poland *	27 October 2000
Cote d'Ivoire	4 December 2001	Portugal	29 April 2003
Croatia	2 April 2001	Romania *	27 October 2000
Czech Republic *	27 October 2000	Russian Federation *	27 October 2000
Denmark	14 November 2002	Serbia and Montenegro	2 April 2001
Estonia *	27 October 2000	Slovak Republic *	27 October 2000
Finland *	27 October 2000	Slovenia	2 April 2001
France *	27 October 2000	South Africa	4 December 2001
Geneva (Canton) *	27 October 2000	Spain	4 December 2001
Georgia	4 December 2001	Sweden	2 April 2001
Germany *	27 October 2000	Switzerland *	27 October 2000
Greece	14 November 2002	Turkey	20 November 2003
Hungary *	27 October 2000	Ukraine *	27 October 2000
Ireland *	27 October 2000	United Kingdom *	27 October 2000
Italy	2 April 2001	USA *	27 October 2000

⁵ * indicates DCAF's founding member states.

With respect to the national representatives of the member countries in the Council, the past year has seen the following changes:

Bosnia-Herzegovina	H. E. Ambassador Jadranka Kalmeta , Permanent Representative of Bosnia-Herzegovina to the United Nations Office at Geneva, replaced Ambassador Miloš Vukašinić who, in his turn, replaced Assistant Minister of Foreign Affairs Mr. Zeljko Jerkic
Bulgaria	H. E. Ambassador Petko Draganov , Permanent Representative of the Republic of Bulgaria to the United Nations Office and other International Organisations at Geneva, replaced Ambassador Dimitar Tzantchev
Estonia	Mr. Lauri Lindström , Permanent Undersecretary for Defence Policy, Ministry of Defence of the Republic of Estonia, replaced Ambassador Sulev Kannike
Finland	H. E. Ambassador Kari Kahiluoto , Permanent Representative of Finland to the Conference on Disarmament, replaced Ambassador Markku Reimaa
Lithuania	Mr. Renatas Norkus , Under-Secretary of National Defence of the Republic of Lithuania, replaced Dr. Povilas Malakauskas
Luxembourg	H. E. Mr. Paul Faber , Ambassador Extraordinary and Plenipotentiary of the Grand Duchy of Luxembourg to Switzerland, replaced Ambassador Yves Spautz
Netherlands	H. E. Ambassador Johannes Landman , Permanent Representative of the Netherlands to the Conference on Disarmament, replaced Ambassador Chris Sanders
Nigeria	H. E. Mr. Joseph Ayalogu , Ambassador Extraordinary and Plenipotentiary of the Federal Republic of Nigeria to Switzerland, and Permanent Representative to the United Nations Office and other International Organisations at Geneva, replaced Ambassador Aisha Margaret Jimeta
Norway	H. E. Ambassador Wegger Chr. Strømme , Permanent Representative of Norway to the United Nations Office and other International Organisations at Geneva, replaced Ambassador Sverre Bergh Johansen
Poland	Dr. Robert Kupiecki , Director, Security Policy Department, Ministry of Foreign Affairs of the Republic of Poland, replaced Ambassador Jacek Bylica
Turkey	H. E. Ambassador Tomur Bayer , Director-General of International Security Affairs, Ministry of Foreign Affairs of the Republic of Turkey, replaced Ambassador Turan Morali
Slovak Republic	H. E. Ambassador Kálmán Petőcz , Permanent Representative of the Slovak Republic to the United Nations Office and other International Organisations at Geneva, replaced Dr. Rudolf Lesňák
Slovenia	Mag. Zvonko Zinrajh , State Secretary, Ministry of the Interior of the Republic of Slovenia, replaced Dr. Bojan Potočnik, who, in his turn, replaced Dr. Milan Jazbec
Ukraine	H. E. Ambassador Yevhen Bersheda , Permanent Representative of Ukraine to the United Nations Office and other International Organisations at Geneva, replaced Ambassador Volodymyr Bielashov.

See **Annex 1** for the full list of member states of the DCAF Foundation and their representatives.

2. Bureau of the Foundation Council

The Bureau of the DCAF Foundation Council met twice during the reporting period, on 20 April and 7 December 2005.

With respect to the composition of the Bureau, the past year has seen the following change: H. E. Ambassador Yevhen **Bersheda**, Permanent Representative of Ukraine to the United Nations Office and other International Organisations at Geneva, replaced Ambassador Volodymyr Bielashov as a member of the Bureau.

The Presidency of the Bureau and of the Council remained unchanged in the person of State Secretary (ret.) Ambassador Edouard Brunner (Switzerland).

See **Annex 2** for the list of members of the DCAF Foundation Council Bureau.

3. International Advisory Board

DCAF's International Advisory Board is the Centre's primary consultative body. The Board is composed of eminent international experts in DCAF's fields of operation who act in their personal capacity. The Advisory Board holds plenary meetings twice a year. In 2005, the Board gathered on 21-23 April and on 1-3 December in Geneva.

The April meeting addressed the following issues:

- The Privatisation of Warfare: Regulating and Controlling Private Military Companies;
- External Assistance to Security Sector Reform in the Balkans;
- Human Security and Security Sector Governance;
- Human Rights and Fundamental Freedoms of Armed Forces Personnel;
- Challenge of Security Sector Reform in Palestine.

Alongside the meeting, a joint roundtable on Private Military Companies was held by DCAF and the Geneva Graduate Institute for International Studies (HEI).

The December meeting of the DCAF Advisory Board addressed the following issues:

- Kosovo: Future Directions for DCAF;
- Challenges of Security Sector Reform in the Western Balkans;
- A Way Forward for DCAF's Africa Programme;
- Entry Points for Security Sector Reform in Palestine and Lebanon;
- Women as Security Sector Actors;
- Review of DCAF Backgrounders on Intelligence;
- The Role of the United Nations and European Union in the Promotion of Good Security Sector Governance.

Prior to the meeting, DCAF and HEI held a joint roundtable on *Kosovo: Where Are We Now?* Mr. Søren Jessen-Petersen, Special Representative of the Secretary General and Head of the United Nations Interim Administration Mission in Kosovo (UNMIK), delivered the keynote address.

With respect to the composition of the International Advisory Board, the past year has seen the following changes. New members include:

Ambassador Sergey **Batsanov** Director, Geneva Office, Pugwash Conferences on Science and World Affairs, Geneva, Switzerland

Dr. Anthony H. **Cordesman** Arleigh A. Burke Chair in Strategy, Center for Strategic and International Studies (CSIS), Washington DC, USA

Mr. Erwin Dahinden	Head, Multilateral Treaties and Armed Forces International Relations, Federal Department of Defence, Civil Protection and Sports, Bern, Switzerland
Dr. Michael Emerson	Senior Research Fellow, Centre for European Policy Studies (CEPS), Brussels, Belgium
Professor Eboe Hutchful	Executive Director, African Security Dialogue and Research (ASDR), Accra, Ghana
Dr. Mukesh Kapila	Director - Emergency Response and Operations, Department for Health Action in Crises, Switzerland
Professor Boubacar N'Diaye	Political Science Department, the College of Wooster, Wooster, USA
Ms. Elisabeth Reusse-Decrey	Executive President, Geneva Call, Switzerland
Dr. Daniel Warner	Deputy to the Director, Graduate Institute of International Studies, Geneva, Switzerland

The following left the Board due to retirement or were relieved from membership due to other professional obligations: Alexander Baichorov, Yevhen Bersheda, John Chipman, Marcel Boisard, Bruce George, Ivor Fung, Michael Matthiessen, George Robertson, Fernando Valenzuela Marzo.

See **Annex 3** for the current list of members of the DCAF International Advisory Board.

III. THE CENTRE

1. Management and Staff

DCAF is headed by a Director, with the rank of an Ambassador, proposed by the Swiss Federal Council and elected by the Foundation Council. He forms DCAF's Directing Board together with his Deputy and the heads of the Centre's divisions (Think Tank, Operations, Special Programmes, Administration), as well as the Centre's Senior Political Advisor. The Centre's international staff is composed of personnel either hired by the Centre or seconded by member states.

2005 was marked by the implementation of the new Strategy Paper 2005-2008 (*cf.* text in Annex) which was adopted by the Council in December 2004 as a solid base for DCAF's work in the years to come. In line with the strategic objectives defined in that paper, substantial organisational and managerial change was carefully prepared and implemented as from 1 January 2005 – most notably the merger of the former Outreach and International Projects Divisions into a new Operations Division, the merger of the former Office for PfP and related matters and the Programme 'Women and Children in an Insecure World' into a new Special Programmes Division, an administrative reorganisation, a strengthening of the Directing Board, and the creation of the Integrated Planning Cycle.

DCAF, in spite of austerity measures by the Swiss government and strong international competition, had a good financial year. As a result, the staff, which had been reduced in 2004 to 64 persons (sharing some 51 full positions) increased again to 70 persons (sharing some 56 positions).

The number of states seconding personnel to DCAF continued to increase with Croatia, Sweden and Switzerland joining that group in 2005. Twelve states have so far seconded personnel to DCAF (Austria, Croatia, the Czech Republic, France, Hungary, Macedonia⁶, Poland, Romania, Slovenia, Spain, Sweden, Switzerland).

The staff (coming from some 30 countries) has matured into a well balanced and effective team. Gaps in expertise identified in the strategic review are in the process of being systematically filled. The strategic review led the Management to initiate long-term staff planning. Several areas of attention for staffing were thus identified for the years to come: 'Women and Children in an Insecure World', Middle East and North Africa, West Africa, Newly Independent States (notably Ukraine and the Caucasus), and the Brussels office. 'Women and Children in an Insecure World' could be significantly strengthened in 2005 by the recruitment of two experts. The Middle East and North Africa Programme could establish a research presence on the ground (in Ramallah), while the West Africa Programme has profited from additional experts on West Africa that have joined DCAF's international Advisory Board. Gaps still exist – the most notable being in policing, an area in which the Centre still seeks a state to second an expert. The Centre also feels that it would greatly profit from a strengthening of its ability to participate in international assessment missions (particularly in post-conflict situations). If possible, a team for that purpose should be created in the years to come. Finally, central project management will have to be further strengthened, if DCAF continues to be given more and more international mandates.

Access to additional expertise complementary to that in DCAF's own staff was secured in 2004 through the Centre's policy of carefully selected strategic partnerships, of which the most important were during the year those with the Centre for European Policy Studies (CEPS) in Brussels, the Centre for European Integration Strategies (CEIS) in Sarajevo and Geneva, the International Centre for Transitional Justice (ICTJ), the Suzanne Mubarak Movement Women Defending Peace, as well as the Alliance against War Rape. The latter three opened a Geneva office on DCAF's premises.

The most significant new initiative was the creation of DCAF Brussels which was formally opened with a successful seminar on 30 September 2005. DCAF Brussels is an *association sans but lucratif* under Belgian law having its own legal identity. Such a physical and legal presence inside the European Union is necessary to deepen the relationship with that community. DCAF Brussels has the mission to broaden and deepen the relationship of the Centre with the EU in particular, but also to facilitate cooperation with other international organisations located in Brussels as well as with the important Brussels NGO and international community. Located on the premises of the Centre for European Policy Studies (CEPS) at 1, Place du Congrès, DCAF Brussels occupies offices of some 150 square meters. It is

⁶ Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

headed by Dr. Philipp Fluri, DCAF's Deputy Director, who takes the new responsibility in addition to previous duties, and so far has a staff of one local expert (as well as some administrative support from the CEPS staff).

Under a separate contract with the DFA on behalf of the Swiss Federal Council, DCAF provides a secretary and a Diplomatic Assistant to the former Swiss President and UN Under-Secretary General Adolf Ogi, Special Envoy of the UN Secretary General for Sports and Peace. They have their office at the Swiss Mission in Geneva at the UN. DCAF is compensated by the DFA for all resulting financial burdens under a separate agreement.

See **Annex 5** for the Centre's organisational structure.

2. Facilities

2005 brought welcome developments with respect to the Centre's office space. After negotiations to rent additional space at the Plaza Building right next to DCAF's facilities at 11, rue de Chantepoulet, collapsed in May due to new financial demands from the owner, a solution was found swiftly in the main Post Building of Geneva (only 150 meters from DCAF) at 6, rue de Berne, where 350 square meters of office space were rented. The Centre's Border Guard Programme has found a new home in this facility – as have two sister organisations, the International Centre for Transitional Justice and the Suzanne Mubarak Movement. The Swiss Ministry of Defence (DDPS) generously increased its infrastructure grant to the Centre in order to render all of this possible and also paid for the furniture and IT dimensions .

Of no less significance was the rental of the office space (150 square meters) for DCAF Brussels at the Centre for European Policy Studies (CEPS) in Brussels at 1, Place du Congrès. DCAF Brussels' facilities offer the possibility of hosting up to 100 people for seminars and conferences. Much synergy (and thus financial savings) could be found through the close partnership with CEPS.

Nevertheless, DCAF's physical situation remains cramped. This is partly due to new staff joining the Centre, partly to the growing demand for space from the partner organisations to whom DCAF offers a home.

The availability of the villa Rive Belle (made possible by an arrangement of the DDPS and DFA with the Canton of Geneva) has allowed the three Geneva Centres to economise on hosting conferences, seminars, meetings and related social events in Geneva. The facility is in great demand. A significant step forward was made by the comprehensive renovation of the kitchen and storage facilities, the first floor and parts of the second floor, as well as the heating and sanitary installations of the villa – which returned to the villa much of its old splendour and greatly increased the range of options for catering and receptions. Moreover, the furniture was replaced and adapted to the needs of the three Geneva Centres (as well as the Swiss Mission to the UN which will use the villa jointly with the Geneva Centres). The costs of these improvements were covered by the Canton of Geneva, the DDPS and the DFA. The remainder of the second and the third floor of the villa will be in turn renovated – thus further enhancing the value of the property for its users.

3. Finances

2005 was, in spite of financial difficulties experienced by many of the Centre's member governments, an excellent year for DCAF in terms of finances. 2004 ended with a cash revenue of SFr. 12'360'930 and an overall income (including seconded personnel, in-kind contributions and indirect payments) of SFr. 14'828'457. The budget 2005 submitted to the Council was based on a cash income of SFr. 12'526'526 (+ 1,3 %) and an overall income of SFr. 14'742'526 (- 0,6 %). Since DCAF had been the main organiser of the 2004 International Security Forum (ISF) in Montreux and received extra money for this event, its financial income in 2004 was somewhat higher than in an average year. Without taking the ISF into account, the 2005 budget promised an increase in both cash and overall income. The budget proved to be conservative. Thanks to a determined fundraising effort by the Director and his staff, cash income in 2005 soared to SFr. 14'289'428 (+ 15,6 % compared to 2004) and an overall income of SFr. 16'203'928 (+ 9,2 %). Again, some caution is necessary: The DDPS switched, as of 1 January 2005, to a new system with respect to its financing of DCAF. Whereas the Ministry had previously paid DCAF's rent and many of its infrastructure costs, it now provides DCAF with a substantially larger financial envelope – but also asks the Centre to pay all its infrastructure costs. Hence the gain in cash income should, to get a correct picture, be roughly halved.

Nevertheless, the overall picture remains the same. DCAF has not only reached its budget targets, but has surpassed them. 2006 promises to continue this positive trend – as can be seen from the 2006 budget in the annex. Again, the Centre should do better than forecasted. The overall income target of SFr. 18 million by 2008 that is set by the Strategy Paper 2005-2008 gradually comes into reach.

The main factors that permitted this encouraging result were three: First of all, Switzerland has – in spite of a difficult financial situation – done much to alleviate the cuts to the Centre's core funding through increased logistic grants and project money. This is, for 2005, particularly true for the DDPS (but seems to find, in 2006, an echo also for the DFA). Secondly, Sweden has continued to increase regularly its financial contribution to DCAF – much of which comes in the most precious form of all: core funding. Sweden has, as a result, become a pillar of support for the Centre. Thirdly, the Centre succeeded in further diversifying its financial base. Substantial financial funding was obtained from the Netherlands, ODIHR, UNDP and NATO. In the end, some 30 member states offered direct or indirect financial contributions to the Centre. At the same time, revenues generated in-house started to grow modestly – notably through book sales (*Women in an Insecure World* being the bestseller). Most important of all, 2005 has seen a change in the pattern of revenue that not only follows, but exceeds the target provided by the Strategy Paper 2005-2008. If no disaster strikes the world economy, the Centre should be able to reach its financial targets for 2008 and find itself at the end of the current planning period in a much more comfortable position compared to 2004, having a significantly broader and more diversified financial base. Particularly encouraging in this respect are the increasing number of international mandates, the growing number of donors, and the growing number of states which are willing to provide DCAF with core funding.

The healthy state of the Centre's financial situation was confirmed through an inspection of DCAF's financial situation and financial management by the Swiss Federal Financial Inspectorate in summer 2005. Coming on top of several other outside evaluations and inspections in 2004 and early 2005, the inspection by Switzerland's most important financial auditing body was extremely rewarding. There was not a single criticism addressed to either the Centre or its financial situation and management. The final report thus confirmed the positive assessments of the previous inspections and evaluations on which the strategic review of 2004/2005 had rested and which led to the Strategy Paper 2005-2008.

See **Annex 7** for the Centre's finances.

IV. ACTIVITIES

1. Research Division and Information Resources

The Research Division, which includes DCAF's Information Resources Unit (IRU), conducts policy research and analysis, contracts research projects, supports DCAF's operational divisions with expertise, engages in joint ventures with partner organisations and networks knowledge in the field of security governance. These activities are conducted through DCAF's Working Groups (WGs), led by international experts providing both individual expertise and the benefits of regular working relationships with all major organisations in this field. During the period covered by this report, seven WGs have been active in various areas of security sector governance. The Research Division has also further developed its joint venture activities – organising or participating in a range of projects, conferences and workshops, as well as providing their expertise to member states of the DCAF Foundation Council. The Research Division has provided a wide range of papers, studies and books, many published by internationally renowned publishing houses. Furthermore, the Research Division assisted the Director in matters related to the corporate governance of DCAF (administration of the proceedings and organisation of the meetings of the Foundation Council, its Bureau and the International Advisory Board).

1.1. DCAF Working Groups (WGs)

1.1.1. Security Sector Reform

The Working Group on Security Sector Reform (SSR) together with the Geneva Graduate Institute of International Studies' (HEI) research and documentation project on the OSCE Code of Conduct on Politico-Military Aspects of Security organised a conference on the 10th anniversary of the OSCE Code of Conduct on 28 January 2005 in Vienna. The workshop was attended by the OSCE community based in Vienna. The conference took stock of the Code's first ten years, reviewed how intervening security developments have affected its evolution through this period, examined the prospects for further developing the Code, and assessed its potential relevance for other geographic regions. The Vienna conference was followed up by a workshop on the Code of Conduct on 25 April 2005 at HEI in Geneva.

On 26-29 May 2005 the WG, in conjunction with the Rakovsky Defence College, organised a scenario-planning exercise on 'The Evolution of the Threat Spectrum and the Implications for Security Sector Governance in the Euro-Atlantic Area' in Sofia, Bulgaria. The organisation of this workshop was supported by a grant from the NATO Programme *Security Through Science*. The exercise is designed to generate three or four scenarios for the way the threat spectrum may evolve over the next 15 years. These scenarios will then be used as platforms for brainstorming about the policy implications for security sector governance. It is hoped that the exercise will produce valuable insights into the relationships among security sector actors and prove useful in their future planning to decisionmakers at NATO and other institutions. The Working Group organized a scenario-planning exercise on avian flu for the '8th Training Session for Parliamentary Staff Advisors from South Eastern Europe' that took place on 12-16 December in Geneva. During this exercise the Working Group used the *Think Tools* software designed to facilitate the visualisation of ideas. In addition, the SSR Working Group provided advice and guidance to the DCAF Young Faces Programme on the formulation of a Regional Security Strategy for the Western Balkans. The coordinator of the SSR Working Group helped facilitate all three meetings held in the Young Faces series during 2005.

The Working Group and the Bonn International Center for Conversion (BICC) have completed a publication project on the post-conflict reconstruction of the security sector. The purpose of this project is to provide a comparative analysis of the course of SSR in six states that have experienced severe conflict and where there has been strong international involvement, namely Bosnia and Herzegovina, Kosovo, Sierra Leone, Haiti, East Timor and Afghanistan. Final versions of the papers appeared in a special edition of the journal *International Peacekeeping* in March 2006.

In 2005 the Working Group produced five 'DCAF Security Sector Reform Backgrounders' (BGs) addressing the following topics: Military Ombudsmen, States of Emergency, Parliamentary Committees of Defence and Security, National Security Policy, and Multiethnic Armed Forces. DCAF BGs are focused, user-friendly tools for disseminating policy advice, balanced knowledge and best practices about issues in DCAF's areas of expertise. Under the

guidance of the Directing Board, the Coordinator of the SSR Working Group is Chief Editor for this Series. The Working Group organised a review meeting on DCAF Backgrounders on Intelligence at the DCAF International Advisory Board Meeting on 2 December 2005 in Geneva.

1.1.2. Parliamentary Control of Armed Forces

On 23 June 2005, in a plenary session, the Council of Europe Parliamentary Assembly (PACE) unanimously adopted Recommendation 1713 on 'Democratic Oversight of the Security Sector in Member States'. The Recommendation was based on a report written by DCAF on mandate of Rapporteur Senator Lluís María de Puig (Spain). DCAF's work is acknowledged in this report. Following debate, PACE said the Council of Europe should draw up guidelines for governments to ensure that the principle of democratic oversight of the security sector is adhered to. On 18 October, DCAF was informed that the Council of Ministers of the Council of Europe sought advice on Recommendation 1713 from top advisory bodies of the Council of Europe (including the so-called Venice Commission).

Subsequent to agreements made in June 2005, between 24 and 27 October a DCAF-UNDP Roundtable for Parliamentarians on Security Sector Reform was held in Prague. Current and former parliamentarians attended from Armenia, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Ukraine and Uzbekistan. At the event they discussed techniques for and obstacles to security sector oversight, and exchanged experiences from their countries. The DCAF-IPU Handbook on Parliamentary Oversight of the Security Sector was used as a reference point for discussions and was made available to national representatives in either their own language or in Russian.

The WG Coordinator attended a conference of the European Consortium for Political Research in Budapest on 9 September. He presented the DCAF Policy Paper 'Governing the Use of Force: Parliamentary Oversight of Peace Support Operations under International Auspices'. The Parliamentary Control of Armed Forces (PCAF) WG has also submitted evidence to the UK Parliament's Constitutional Committee on the issue of the role of parliament in the deployment of troops abroad in peace operations (based on the chapter on 'Governing the Use of Force under International Auspices: Deficits in Parliamentary Accountability', published in the SIPRI Yearbook 2005). This evidence has been included in the background note for the Constitutional Committee and will be used in the further deliberations of the House.

The PCAF WG is overseeing a series of studies on security sector governance and democratic peace theory commissioned from the Peace Research Institute Frankfurt (PRIF). The first study, completed in 2005, looks into the causal factors determining the extent of parliamentary control of peace support operations. Moreover, at the request of UNDP Bureau for Development Policy, DCAF provided a set of tools for parliamentary capacity building.

The PCAF WG is also coordinating the research project on 'Governing Nuclear Weapons: Opportunities and Constraints of Democratic Accountability beyond Command and Control'. During the reporting period, a conference on 'Governing Nuclear Weapons: Addressing Political Control, Military Prerogatives and Scientific Lobbies' was organised jointly with the Swiss Foundation for World Affairs at SAIS, Johns Hopkins University, Washington DC. Furthermore, a panel discussion on 'Transparency and Accountability in Nuclear Arms' was held jointly with PRIF alongside the 2005 Non-Proliferation Treaty Review Conference at the UN in New York. Finally, the project leaders co-authored the annual 'DCAF Chapter' in the SIPRI Yearbook 2005 on this topic.

1.1.3. Legal Aspects of Security Governance

On 20 June 2005, DCAF's *Handbook on Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies* was distributed among the Chairs of all Parliamentary Committees for the Oversight of Intelligence Services in Europe. With the kind support of the Parliament of Norway, the English version of the book was published in February 2005. Because of high demand, a reprint took place in April 2005, also with support of the Norwegian Parliament. As of December 2005, the Handbook is available in Albanian, English, Macedonian, Russian, Serb-Croat, and Spanish, with Ukrainian, Bulgarian and Romanian forthcoming. The Chairs of the Parliamentary Committee for the Oversight of Intelligence Services of the Belgian Senate, the British Parliament, the Portuguese Parliament and the German Bundestag have sent letters of appreciation to DCAF about the Handbook. A new Research Division publication, *Who is Watching the Spies? Establishing Intelligence Service Accountability* is one of the two outcomes of the research project 'Making Intelligence Accountable', which was jointly financed and implemented by DCAF and the Parliament of Norway. The other outcome was the Legal Standards

Handbook. Furthermore, the Legal Aspects WG contributed to the drafting of the three DCAF Backgrounders addressing intelligence issues. With these products, the project is now finished.

The Office of Democratic Institutions and Human Rights (ODIHR) and DCAF have signed a Memorandum of Understanding concerning a joint handbook on *Human Rights and Fundamental Freedoms of Armed Forces Personnel*. The handbook aims to assist OSCE-participating states with the implementation of the human rights-related provisions of the OSCE Code of Conduct on Politico-Military Aspects of Security. The handbook focuses on the domestic aspects of human rights and armed forces (human rights and fundamental freedoms of armed forces personnel). The handbook will present various examples of best practices from within the OSCE region of how military structures can successfully integrate human rights and fundamental freedoms while at the same time taking into account the realities and necessities of the defence and military sectors. A joint DCAF and OSCE team has drafted a comprehensive questionnaire on the topic. It focuses on the rights and duties of armed forces personnel as present in legislation, policy, procedure and practice in participating states of the OSCE. This questionnaire was sent on 21 November to all delegations of participating states to the OSCE in Vienna. On 14 December, the German Federal Ministry of Defence confirmed its willingness to host a workshop on 'Citizens in Uniform'. The workshop will be a joint venture of the German Ministry of Defence, ODIHR/OSCE and DCAF.

At the invitation of the President of the Belgian Senate, Mrs. Anne-Marie Lizin, the WG Coordinator gave a presentation on 'Best Practices of Parliamentary Control of Intelligence Services' during a conference organised by the Belgian Senate in Brussels on 16 September. At the request of the Argentinean Parliamentary Commission of the Control of Intelligence Services and its Activities, DCAF organised a meeting of experts in Geneva on 30 May. The objective of the meeting was to brief the delegation on DCAF, its involvement in Latin America, as well as DCAF's programme on best practices and legal standards for democratic oversight of intelligence agencies. On 20 May in Ottawa, the WG Coordinator testified on best practices for intelligence oversight for the Canadian Royal Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar.

1.1.4. Democratic Control of Internal Security Services

In 2005, a focus of Democratic Control of Internal Security Services (DCOIS) activities was on the phenomenon of private military and security companies (PMCs and PSCs, respectively), and, in particular, existing and potential regulatory approaches. DCAF Occasional Paper No. 6, *Privatising Security: Law, Practice and Governance of Private Military and Security Companies*, by Fred Schreier and Marina Caparini, was published. The paper emphasises the need for pragmatic thinking about the outsourcing of security-related activities, recognising both the advantages and disadvantages of by PMCs and PSCs and the challenges they pose to good governance. It stresses the need for realistic options for improving the regulatory control of the industry, with responsibility particularly resting with those states which systematically engage private military and security companies and those where many of them are based. The paper is one of the most frequently accessed items on the DCAF website. Over the course of the year, the WG coordinator participated in a number of conferences and meetings on the topic of PMC/PSC regulation, including some organised by the New York University School of Law and the South Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC)/Stability Pact. On behalf of DCAF, the WG was one of the main sponsors of the conference 'Private Military Companies, States and Global Civil Society' held in KwaZulu Natal, South Africa, 13-15 July 2005, which gathered leading thinkers in philosophy/ethics and international humanitarian law, along with PMC practitioners, governmental representatives and members of civil society organisations. A publication drawing from contributions to the conference is now in preparation.

International post-conflict policing missions are a crucial component of post-conflict peace support operations, contributing to stabilisation, peacebuilding, public security and the (re-)establishment of rule of law. However, these missions have experienced recurrent problems. DCOIS conducted an in-depth study commissioned by the Swiss Federal Department of Foreign Affairs, identifying a) lessons learned from past and ongoing multilateral policing operations, b) the necessary conditions and know-how for achieving more effective international civilian policing missions, and c) possible ways for Switzerland to contribute to such operations and their implications. The study's findings were presented before an international conference of policing and justice professionals in Prague. The report submitted to the DFA identified 14 practical policy recommendations for how Switzerland might improve its contribution to international civilian policing missions in the future. The background paper *Identifying Lessons in UN International Policing Missions* was subsequently published as DCAF Policy Paper No. 9.

On the intelligence oversight theme, the DCOIS coordinator took part in the international symposium 'Making National Security Accountable: International Perspectives on Intelligence Review and Oversight', organised by the Canadian Security Intelligence Review Commission (SIRC) and the Norman Patterson School of International Affairs, Ottawa. The coordinator gave a keynote presentation on 'Overseeing Intelligence: Accountability Mechanisms in Comparative Perspective'. The DCOIS coordinator also took part in the 'Policy Review Roundtable of International Experts on Review and Oversight' in Ottawa at the request of the Chair of the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar. The roundtable consisted of six experts and its participants were asked to provide their views on mechanisms of overseeing police activities in national security, drawn from international examples. The roundtable constituted part of Commissioner O'Conner's inquiry into the Arar case and into improving accountability mechanisms of the Royal Canadian Mounted Police (RCMP) with regard to security intelligence. The Commission will report its findings to Parliament and Government. The proceedings were public, and were televised and broadcast live on the world wide web.

The Russian and Ukrainian translations of the comparative study of police reform *Transforming Police: Process and Progress*, edited by Marina Caparini and Otwin Marenin, were published.

1.1.5. Civil Society Building

The WG coordinator participated in various activities aimed at promoting wider understanding of the role civil society can play in oversight and good governance of the security sector, such as in the context of the NATO PAP-DIB Training Course on 'Partnership Action Plan and Defence Institution Building' in Tbilisi, Georgia, 26 April 2005. A significant achievement was the organisation of the workshop 'Civil Society, Good Governance and Security Sector Reform', within the broader conference 'From Reaction to Prevention: Civil Society Forging Partnerships to Prevent Violent Conflict and Build Peace', held 19-22 July at United Nations Headquarters, New York. The workshop constituted the sole event at the conference which explicitly addressed security sector governance, and was attended by a mix of representatives from civil society organisations, state development agencies and multilateral donor organisations. The WG also successfully achieved the insertion of mention of security sector governance and the importance of civil society inclusion in SSG in the Global Action Agenda for the Prevention of Violent Conflict, presented to UN SG Kofi Annan.

The Russian translation of the 2004 WG publication *Media in Security and Governance* was published in 2005. The study is being used to support the civil society and media empowerment aspects of DCAF activities in the former Soviet Union.

1.1.6. Security Sector Governance in Africa

Following mutual consultations and visits, the Economic Community of West African States (ECOWAS) Executive Secretariat and DCAF signed Terms of Reference (ToR) in March 2005 for the articulation of a Code of Conduct for Armed and Security Forces which addresses both national and sub-regional concerns, which will be developed on the basis of broad consultation within and among West African states. During this reporting period, the 12th Meeting of the ECOWAS Defence and Security Commission (DSC), which comprises Chiefs of Military Staff of all ECOWAS member states was briefed on the project. The DSC meeting was held in Niamey, Niger, 21-22 April 2005. A Preparatory Meeting on Drafting a West African Code of Conduct for Armed and Security Forces was held in Accra, Ghana, from 24-26 October 2005, by the end of which a draft Code of Conduct was produced. Among the 24 participants present were representatives of West African military forces, international organisations, civil society, and experts in peace and security. The next project activity is the ECOWAS Committee of Experts meeting scheduled for the first half of 2006, for the consideration of the draft by representatives of member states.

An authors' meeting on the publication project *The Opportunities and Challenges of Parliamentary Oversight of the Security Sector in West Africa* was held in Abuja, Nigeria, 1-4 May 2005. The meeting considered first drafts of respective chapters for the book project. In-kind contributions to the meeting were received from the ECOWAS Parliament and the Abuja office of the Friedrich Ebert Stiftung (FES). Scheduled to be completed by the end of 2006, the text will provide a detailed understanding of parliamentary oversight in West Africa and a useful tool for security governance policy setting and training.

The initial findings from the DCAF research project *Challenges of Security Governance in West Africa* were published in *Conflict Security and Development* 5:2 (August 2005) under the title *Security Sector Governance in*

West Africa: Trends and Challenges, and in DCAF Policy Paper No. 6, *Security Sector Governance in West Africa: Turning Principles to Practice*. The project, which will be completed in the first half of 2006, seeks to take stock of opportunities and constraints for democratic security governance in each of the West African States and across the sub-region as a whole.

The Liberia National Dialogue on Security Sector Reform was held from 3-4 August in Monrovia, Liberia. The event was the second in the ongoing collaboration between DCAF and the Conflict Security and Development Group (CSDG), King's College, University of London. It was a follow-up to the CSDG-DCAF Liberia Consultation Mission of July/August 2004 which had sought to evaluate one year of the United Nations in Liberia and to identify entry points for Security Sector Reform/Governance assistance in Liberia's post-conflict reconstruction process. The Dialogue on SSR provided the first opportunity for Liberians to discuss collectively security sector reform and to appreciate the role of non-state actors in oversight functions. It also represented a unique opportunity for Liberians to be informed on, and to discuss, the security sector reform process in the country.

The WG Coordinator contributed to a Methodology Workshop for the Review of the ECOWAS Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security, and the Supplementary Protocol on Democracy and Good Governance, in Kaduna, Nigeria, from 28 to 31 August. The meeting was jointly hosted by the ECOWAS Secretariat, the Friedrich Ebert Stiftung, and the West African Network on Security and Development (WANSED). DCAF was responsible for drafting the Methodology Document which formed the basis for the two-day discussion. The major outcome was the adoption of an agreed Methodology and Timeline for the review of the ECOWAS Protocols. Expertise was also provided to the Security Sector Reform Practitioners' Workshop, 'Towards Developing An Implementation Framework for Security System Reform (IF-SSR)', which was organised by the OECD's Development Assistance Committee (OECD-DAC) at the Kofi Annan International Peacekeeping Training Centre (KAIPTC), Accra, Ghana, from 5 to 7 December. The workshop brought together SSR practitioners from partner states, development agencies and the international community to discuss a draft of the IF-SSR. The overall purpose of the IF-SSR is to help strengthen the ability of partner governments, civil society and the international community to understand and engage in SSR activities in a more effective, coordinated and sustainable manner

1.1.7. Security Sector Reform in the Middle East and North Africa

DCAF's Programme on Security Sector Reform in the Middle East and North Africa (MENA) region continued consolidating and expanding its network of contacts with governments, parliaments, research institutions and civil society organisations throughout the region with a view to disseminating norms, standards and best practices in security sector governance. In order to contribute to the development of a debate on security sector governance in MENA countries, DCAF organised in close cooperation with partner organisations several workshops: Amman (10-11 January, with the Centre of Strategic Studies and the College of Defence Studies), Islamabad (24-25 February, with the Pakistan Institute of Legislative Development and Transparency), Cairo (28 April, with the University of Cairo), Ramallah (30 July, with the Palestinian Academic Society for Strategic Studies), and Beirut (14 December, with the UNDP Programme on Governance in the Arab Region). These workshops were attended by government officials, parliamentarians, security practitioners, and representatives from donor countries and civil society.

DCAF and the Palestinian Academic Society for the Study of International Affairs (PASSIA) jointly organised in July a workshop 'Security Sector Reform in the Palestinian Territories - Challenges and Prospects' in Ramallah. The workshop brought together more than 50 Palestinian security practitioners, politicians, representatives of civil society, academics and representatives of the donor community to discuss the challenges of Palestinian security governance and the prospects for Security Sector Reform (SSR). DCAF organised this workshop to assess the opportunities and constraints of security sector reform in the post-Arafat era. The workshop was divided into four sessions addressing key areas of reform: the development of a Palestinian National Security Policy, the institutional set-up of Palestinian security governance, legislative and public oversight mechanisms, and the role of international assistance.

In conjunction with the Geneva Graduate Institute for Development Studies (IUED), DCAF conducted a survey to gauge public perceptions of Palestinian security sector governance. The survey involved 1'500 Palestinians living in the West Bank, the Gaza Strip and East Jerusalem. The survey results have been published, distributed and discussed with the Palestinian National Authority and the international donor community.

The Palestinian Legislative Council requested DCAF to assist in reviewing its oversight capabilities in relation to the security sector. To that effect and to work with the Palestinian National Authority, DCAF has posted an adviser in

Ramallah who liaises regularly with Palestinian institutions in Gaza, the West Bank and Jerusalem. DCAF exchanged views on opportunities and constraints of security sector reform in the MENA region with governments in the region, donor countries, the EU, NATO and international organisations such as the UN, the Arab League and the Islamic Conference Organization. Furthermore, cooperation was established with a number of academic institutions interested in this topic and various conferences on reform in the Arab world were attended. DCAF also participated in civil-military talks organised by the Pakistan Institute of Legislative Development and Transparency and was associated with the Track II process initiated by the Gulf Research Center in Dubai on the establishment of a WMD-free zone in the Persian Gulf. In June 2005, in cooperation with IISS and the Nixon Center, DCAF organised a three-day conference in Geneva on 'Security in the Context of Change and Stability' in order to analyse and discuss security issues in the Middle East.

1.2. Special Projects and Joint Ventures

1.2.1. Post-Conflict Peacebuilding

The security dimension of post-conflict peacebuilding (PCPB) was a first priority area of work of the Research Division in 2005. These activities, cutting across various projects, were included as a major focus of DCAF's 2005 'Yearly Book' *Security Governance in Post-Conflict Peacebuilding*, edited by Alan Bryden and Heiner Hänggi, and the accompanying Policy Paper *Shaping A Security Governance Agenda in Post-Conflict Peacebuilding*. The book examines a number of key issues that must be addressed by both post-conflict societies and the international community as they confront the task of rebuilding after armed conflict – including SSR, disarmament, demobilisation and reintegration (DDR), rule of law and transitional justice. The Yearly Book was launched as part of the 2005 DCAF seminar with the United Nations Office at Geneva (UNOG) on 'Security and Post-Conflict Peacebuilding: the Role of the United Nations'. The meeting, held on 25 October 2005, brought together senior figures involved in policy and operations from within and beyond the UN family, with a keynote address given by Mr. Gareth Evans, President of the International Crisis Group (ICG). On 29 November, DCAF, in cooperation with the Belgian Royal Institute for International Affairs (IRRI) and the International Peace Information Service (IPIS), organised a one-day seminar in Brussels on 'The Integration of Security and Development in EU Policy' in which DCAF speakers focused on integrating security and development concerns in post-conflict peacebuilding. DCAF, in partnership with the Bonn International Center for Conversion (BICC) has completed a comparative analysis of SSR in six countries that have experienced severe conflict and where there has been strong international involvement (see 1.1.1). Other PCPB-related research includes a DCAF-edited special issue of the journal *Security and Peace* (Sicherheit und Frieden) on the subject, as well as Occasional Papers Nos. 7 and 9, *Restoring Policing Systems in Conflict-Torn Nations* and *The Challenges and Opportunities of SSR in Post-Conflict Liberia* (see 1.3.1 and 1.1.6).

1.2.2. Policy Advice on SSR Norms and Concepts

During the reporting period, the RD assisted the Swiss government's inter-ministerial working group on SSR in drawing up a concept paper concerning Switzerland's approach to SSR. The concept paper, to be finalised by early 2006, is based on a discussion paper on Swiss SSR strategy commissioned by the MFA from DCAF in 2004.

The RD was also engaged in the ongoing work on the development of an overarching EU SSR Concept. Based on the key findings of the Chaillot Paper No. 80 on the promotion of security governance in the EU's Neighbourhood (co-authored by DCAF and GCSP), the RD presented a set of suggestions on a future EU SSR policy at the joint Council-Commission conference on SSR, held in late November 2005 in Brussels. The RD also provided input to the work on the Commission's Communication on SSR and the preparation of a conference on applying the EU SSR Concept to the Western Balkans, jointly organised by the Austrian Presidency, the EU ISS and DCAF, to be held in early 2006.

Furthermore, the RD provided the Rapporteur of the PACE with a draft report on the 'Democratic Oversight of the Security Sector in Member States', which eventually led to the adoption of Recommendation 1713 (see 1.1.2); it also provided the Swiss MOD with a food-for-thought paper on options available to strengthen the implementation of the OSCE Code of Conduct for Politico-Military Aspects of Security.

1.2.3. Institutional Partnerships

The Research Division further expanded its network of institutional partnerships with international organisations, governmental bodies and research institutions.

Among international organisations, partner institutions include:

- *Economic Community of West African States (ECOWAS)*: Joint projects on the development of a Code of Conduct for Armed and Security Forces and on parliamentary oversight of the security sector in West Africa (see 1.1.6);
- *Organisation for Economic Cooperation and Development, Development Assistance Committee (OECD-DAC)*: Support in the development of an implementation framework for security sector reform (IF-SSR) (see 1.1.6);
- *Organisation for Security and Cooperation in Europe (OSCE)*: organisation of a conference on the occasion of the 10th anniversary of the OSCE Code of Conduct in conjunction with the OSCE Secretariat (see 1.1.1); development of a handbook on human rights of armed forces personnel on behalf of the OSCE Office for Democratic Institutions and Human Rights (ODIHR) (see 1.1.2);
- *Parliamentary Assembly of the Council of Europe (PACE)*: assistance in the drafting of a report leading to Recommendation 1713 (see 1.1.2); and
- *United Nations Office at Geneva (UNOG)*: 3rd joint seminar on security and post-conflict peacebuilding (see 1.2.1).

Among governments, institutional partnerships include:

- *Switzerland*: assistance to the interdepartmental working group in drafting a SSR Concept Paper (see 1.1.2); study on multilateral policing operations commissioned from the MFA (see 1.1.4); organisation of a workshop on civil society and security sector governance at an international NGO meeting at UN Headquarters on behalf of the MFA (see 1.1.5); workshop on the OSCE Code of Conduct funded by the MOD (see 1.1.1); and
- *Sweden*: funding of the Ghana preparatory meeting on the drafting of an ECOWAS Code of Conduct for Armed and Security Forces by the MFA (see 1.1.6).

Among research institutions, partnerships include:

- *Bonn International Center for Conversion (BICC)*: completion of joint research and publication project on SSR and post-conflict peacebuilding (see 1.1.1);
- *EU Institute for Security Studies (EU-ISS)*: Study on the promotion of security sector governance in the EU's Neighbourhood commissioned from DCAF and GCSP and published as Chaillot Paper No. 80;
- *Friedrich Ebert Stiftung (FES)*: in-kind contribution by FES to DCAF-ECOWAS parliamentary oversight project (see 1.1.6); preparation of a series of FES-funded workshops in security sector governance and reform in Southeast Asia to be held in the course of 2006;
- *Geneva Centre for Security Policy (GCSP)*: provision of RD staff for lecturing commitments; joint drafting of Chaillot Paper No. 80;
- *International Institute for Strategic Studies (IISS)*: assistance in the organisation of the annual 'Global Strategic Review' conference in Geneva; joint conference on security issues in the Middle East (see 1.1.7);
- *International Policy Institute (IPI)*, King's College, London: Cooperative efforts in promoting a security sector governance agenda in Liberia (see 1.1.6);
- *Graduate Institute of International Studies, Geneva (HEI)*: Joint roundtables on the OSCE Code of Conduct (see 1.1.1), private military and security companies (see 1.1.4) and The Future of Kosovo;
- *Graduate Institute of Development Studies (IUED)*: Joint survey on public perceptions of security sector governance in Palestine (see 1.1.7);

- *Peace Research Institute Frankfurt (PRIF)*: series of studies on security sector governance and democratic peace theory (see 1.1.2); joint roundtable in the margins of the 2005 NPT review Conference (see 1.1.2);
- *The Palestinian Academic Society for the Study of International Affairs (PASSIA)*: Joint workshop on SSR in the Palestinian Territories (see 1.1.7); and
- *Swedish International Peace Research Institute (SIPRI)*: Contribution of the annual 'DCAF Chapter' to the SIPRI Yearbook 2005 (see 1.3.1).

1.2.4. United Nations Office at Geneva

In the reporting period, DCAF and the United Nations Office at Geneva (UNOG) have further strengthened their strategic partnership. On 27 October 2005, Mr. Sergei Ordzhonikidze, Director General of the United Nations Office at Geneva and the DCAF Director co-chaired the Third Annual Joint UNOG-DCAF seminar, entitled 'Security and Post-Conflict Peacebuilding: the Role of the United Nations'. The objective of the seminar was to raise awareness of the importance of security and good security sector governance in the context of peacebuilding. The keynote address was delivered by Mr. Gareth Evans, President of International Crisis Group. Presentations and follow-up discussions focused on the United Nations' contribution to post-conflict peace building efforts in terms of peace, security, development, human rights and humanitarian issues, and explored lessons learned from select UN operations, including Côte d'Ivoire and Haiti.

Around 100 participants attended the seminar, including Permanent Representatives, senior diplomats, UN officials and academics working in the field of security sector reform. The proceedings of the seminar will be published in 2006.

UNOG and DCAF are prepared to embark upon a series of annual lectures focusing on security sector governance in Africa. This series will build upon the broad range of activities on the continent being conducted by the United Nations, but will proceed to address issues of the security sector reform and good governance which DCAF actively promotes. Preparations for the inaugural lecture are underway.

1.3. Information Platforms

1.3.1. Publications

Overall, six books and monographs authored, edited or supervised by Research Division staff were published during the reporting period, as well as numerous papers, articles and book chapters. The principle titles include:

- *The OSCE Code of Conduct on Politico-Military Aspects of Security. Anatomy and Implementation* by Victor-Yves Ghebali and Alexander Lambert (published by Brill Publishers);
- *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies* by Hans Born and Ian Leigh (published by the Norwegian parliament);
- *Security Sector Reform in Central and Eastern Europe: Difficult Paths Towards Success* by Wilhelm Germann and Andrzej Karkoszka (published by NOMOS);
- *Promoting Security Sector Governance in the EU's Neighbourhood* by Heiner Hänggi and Fred Tanner (published by the EU Institute for Security Studies as Chaillot Paper no. 80);
- *Security Governance in Post-Conflict Peacebuilding* by Alan Bryden and Heiner Hänggi (eds.) (published by LIT-Verlag);
- *Who's Watching the Spies: Establishing Intelligence Service Accountability* by Hans Born, Loch K. Johnson and Ian Leigh (published by Potomac).

In addition to continued cooperation with various partner institutions, which usually results in joint publications, DCAF has continued its own publications series *Policy Papers* and *Occasional Papers*, with **five Occasional Papers** and

seven Policy Papers published during the reporting period (see list of publications in Annex 8). A new series – **DCAF Backgrounders** – was launched in early 2005 (see 1.1.1). DCAF Backgrounders give clear and concise introductions to topics of security sector governance and reform that are of primary concern to practitioners. These documents are drafted by DCAF in consultation with topical experts. Five Backgrounders were published in 2005 addressing the issues of Military Ombudsmen, Multiethnic Armed Forces, National Security Policy, Parliamentary Committees on Defence and Security, States of Emergency.

The index of all DCAF titles is available at the Publications section of DCAF's website: www.dcaf.ch/publications

The Research Division is also responsible for contributing a 'DCAF chapter' on a relevant topic to the SIPRI Yearbook (in 2005: 'Governing the use of force under international auspices: deficits in parliamentary accountability') and to co-edit the Hamburg-based quarterly *S+F – Sicherheit und Frieden / Security and Peace* (in 2005: editing of a thematic issue on 'Post-conflict peacebuilding' and the contribution of three articles on SSR-related topics by RD staff).

1.3.2. DCAF Website

The DCAF website (www.dcaf.ch) was re-launched with a new design and a rationalised structure on 2 September 2005. New features were added to the site, including a site map, a regularly updated news and events page, and a redesigned publications section. The final part of the re-launch process was to restyle the web pages using a system of centralised templates and stylesheets. Now that this has been achieved, global changes can be implemented and the time taken to maintain the web pages has been reduced. After the re-launch, the IRU team has concentrated on making the site more accessible by the major search engines. This process is referred to as Search Engine Optimisation (SOE) and aims to increase the popularity of a website with the major search engines, resulting in increased visibility. The website statistics indicate that there was a steady increase in access to the site over the course of the year, with a strong increase in traffic coming after the re-launch in September. In January 2005, there were 21'490 visits to the site, rising to 32'215 visits in December 2005. There were 310'222 visits over 2005, compared to 190'343 visits for 2004.

1.3.3. In-house Documentation

The DCAF in-house library has been continuously expanded. Books, journals, articles, electronic publications, conference proceedings and other grey literature can be found in various sections: UDC-classified books, regions, institutions, journals and periodicals, the handbook/yearbook section, the reference section (containing dictionaries, thesauri, atlases, writing guides, etc.), as well as the legal documents section. Approximately 5'000 documents can be found in the library and almost 2'200 documents are classified and listed in the DCAF Digital Catalogue (www.dcaf.ch/info/diglib/public/index.cfm). In 2005, the journals section was supplemented with new subscriptions to six journals. The series section consists of some 30 periodicals as well as various studies collections, newsletters and news briefs.

The library is also used as a showcase of DCAF's work, with the publications sections providing a collection of DCAF Papers, including Working Papers, Occasional Papers, Policy Papers, DCAF Documents, as well as DCAF books and monographs. The DCAF Backgrounder series will also be featured in this section. The DCAF library continues to be well used, with over 100 books currently out on loan.

1.3.4. Legal Database

As part of its activities aimed at collecting best practices in the field of democratic civil-military relations, DCAF continues to systematically catalogue national law relating to defence and security. The collected materials are available from DCAF's Online Legal Database on Security Sector Governance which was established in 2001 (www.dcaf.ch/info/legal/index.cfm). The database provides reference information and texts (in the original language and/or in English) of well over 300 laws and regulations, from more than 30 countries of the Euro-Atlantic region, relating to the various issues of armed forces, police, security forces, intelligence, border guards, etc., and to the mechanisms of democratic civilian oversight.

2. Operations

2.1. The Operations Division

The Operations Division implements DCAF's projects and activities in the field. Most of these are tailor-made longer term programmes that combine DCAF's in-house expertise, a wide network of external experts, and numerous partner institutions. Activities are focused mainly on South Eastern Europe, and to a lesser degree Eastern Europe and the Caucasus. The focus is on border management; strategic advice concerning security sector reform, in particular defence and intelligence; parliamentary assistance, including staff training; networking young professionals; and engaging civil society with security-related issues.

In 2005, DCAF was invited by the leaders of both UNMIK and the Provisional Institutions of Self-Government in Kosovo, to render assistance in the design and implementation of a functional security sector in Kosovo, including the mechanisms of executive control and parliamentary oversight. Due to the urgency of the task and ongoing political developments, the Kosovo programme became one of DCAF's top priorities.

A good part of our activities – some 75 consultancy missions, workshops and conferences – were implemented by the Operations Division staff alone. Of the 22 staff members, the majority are located at headquarters in Geneva, and a few in Belgrade, Budapest, and Copenhagen. However, most activities were run in close cooperation with partners – parliamentary, governmental, non-governmental and international organisations. These included the Bonn International Center for Conversion, the Center for Civil-Military Relations in Belgrade, the Center for Security Studies in Sarajevo, the Danish Institute for Human Rights in Copenhagen, the European Commission, the Institute for Comparative Law in Belgrade, the Institute for Democracy and Mediation in Tirana, the International Organization for Migration, the National Institute of International Security Problems in Kiev, the NATO International Secretariat, the NATO Parliamentary Assembly in Brussels, the OSCE and its Missions in the field, the Regional Arms Control and Verification Assistance Center in Zagreb, the Szeged Centre for Security Policy, the Stability Pact for South Eastern Europe, the Turkish Economic and Social Studies Foundation in Ankara, and the United Nations Development Program. Most of these partnership arrangements have been formalised through joint Memoranda of Understanding, Exchanges of Letters, or the conclusion of strategic partnerships. The value added of this approach has been an improvement of much needed regional cooperation amongst donor organisations.

2.2. Border Security Programme

The Evolution in the perception of security has made effective border security systems a basic requirement for most countries. In response, since 2001 DCAF has been running a programme to assist governments in South Eastern Europe – namely Albania, Bosnia and Herzegovina, Croatia, Macedonia⁷, and Serbia and Montenegro – in the creation of reliable and effective border security systems. Croatia, which has recently begun negotiations with the EU on membership, continues its active involvement in the programme, assisting its neighbours through the sharing of its national experiences.

The aim of the programme is to provide comprehensive assistance, ranging from national capacity-building to the development of regional cooperation mechanisms. It is lead by an International Advisory Board, composed of leading border security officials from Estonia, Finland, Germany, Hungary, Slovenia and Switzerland, and is advising the recipient governments on the implementation of elements of the EU Integrated Border Management concept. The programme has brought to the region a number of leading border security experts from all over Europe, helping to develop a comprehensive interactive exchange of information and experience.

In 2005, the programme has reinforced the participants' understanding of the relevant requirements for effective EU-compatible national border security systems, and has also drawn their attention to the obstacles and difficulties the border services are facing while trying to improve the system of cross-border cooperation.

⁷ Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

The Working Groups have enhanced the professional level of the border services in the region in several focus areas. They are better empowered to identify the gaps in their respective border security legal frameworks, as well as the gaps in their legislation which impede smooth cross-border cooperation. They have improved their procurement procedures. They better understand that good criminal intelligence and investigation are preconditions for effective risk analysis. They started drafting their respective national strategies for Blue Border surveillance.

In addition, the border security liaison officers network in the region has been established, and so were the National Contact Points for cross border liaison, cooperation and early warning messages. The region's border services leaders hold regular meetings at the local, regional and national levels.

In 2005, the programme included 33 activities, involving some 1'200 participants from all over Europe. These tailor-made activities were designed to reach four levels of border security personnel, as follows:

- Level 1 - Chiefs of Border Police Services and senior national experts;
- Level 2 - Regional Commanders;
- Level 3 - Station Commanders; and
- Level 4 - Young Professionals/Future Leaders.

For **Level 1**, permanent working groups continue to focus on the following priority areas:

- Legal Reform;
- Strategic and Organisational Structure, Leadership and Management;
- Logistical Support;
- Education and Training;
- Risk Analysis, Criminal Intelligence and Investigation; and
- Blue Border Surveillance.

With their practical focus, the working groups give participants from recipient countries the opportunity to analyse and discuss crucial topics of integrated border management in order to develop their strategies in specific areas.

The **legal reform** working group held two meetings. They focused on relevant EU legal standards in the field of border security and on the creation of domestic laws and sub-laws in harmony with the EU *acquis*. The first meeting took place in Logarska Dolina, Slovenia, in February, the discussion concentrating on rules and regulations in border security within a developed legal framework. The work continued during the second meeting, which took place in Mostar, BiH, in June, with special attention being given to the sub-law regulating border security in Bosnia and Herzegovina.

Three working groups covering **leadership and management** were held in Frankfurt, Germany, in May, in Kopaonik, Serbia, in September, and in Budva, Montenegro, in December. They looked into the development of a comprehensive planning system, which would cover national headquarters, regional centres and local stations. The importance of, and different models for, cross-border cooperation were also discussed. The delegations agreed to aim at further enhancing regional cooperation, including the implementation of regional flexibility measures, such as overcoming legal differences and fostering cross-border cooperation agreements, increasing operational capabilities, and improving technical interoperability.

The work in the area of **logistical support** continued with two working group meetings. The subjects discussed included explanations of procedures involved in the setting up of tenders, the evaluation of results, the drafting and signing of contracts, financial procedures, and the installation of technical equipment. Also covered was the education and training of persons working with technical equipment and its maintenance. The particular focus of the first meeting was on telecommunications and IT networks.

The second meeting was held in September in Toila, Estonia, and aimed to familiarise participants with the variety of equipment required for border surveillance. Experts from the Estonian Border Guard described the process of system development and presented the installation of their new coastal surveillance architecture. Experts from the Finnish Frontier Guard and Spanish Guardia Civil compared the latest developments with their experiences and made suggestions to the participating countries. A comparative analysis of the technical means required for Green Border surveillance was also conducted.

Two meetings on **education and training** were held in Sofia, Bulgaria, in March and in Budva, Montenegro, in November. The main objective of the first event was to clarify what knowledge, skills, and attitudes are necessary to perform specific border guarding tasks, how to assess the training needs and how to define the competences required to perform these tasks in a professional manner. During the second meeting, participants discussed the Curricula on Border Surveillance and looked at theoretical principles of Adult Education. The follow-up will be dedicated to continuous training of border services personnel, and to the design of harmonised training programmes.

The programme is directed by an Advisory Board for Education and Training, comprising senior education and training experts from the border services of Bulgaria, Estonia, Finland, Germany, Hungary and Slovenia. The main task of the Board is to publish a handbook entitled *Developing Border Guard/Border Police Education and Training Systems*. The handbook will provide information on how to develop border security training and education concepts.

In the field of **risk analysis, criminal intelligence and investigation**, two meetings took place in Budva, Montenegro, in May and December. They studied these three closely interlinked elements in order to assist the border services of the region to:

- develop mechanisms for Border Police to carry out criminal intelligence and investigation activities and produce operational guidelines;
- integrate criminal intelligence and investigation capacities into Border Police operational concepts;
- develop a common understanding on the role of Border Police in the national systems of criminal intelligence and investigations; and
- develop further tactical, operational and strategic risk analysis methods in regard to different types of borders.

Participants had the opportunity to discuss in detail the coordination issues involved in sharing intelligence and investigation information, as well as the exact duties and necessary competences to carry out the three elements successfully.

Following last year's review of the Nordic approach to **Blue Border surveillance** in Finland, and of the EU Ad Hoc Centre for the Surveillance of Maritime Borders in Spain, two meetings took place in 2005, in Athens, Greece, in April and in Trogir, Croatia, in October. The first was hosted by the Hellenic Coast Guard to show the Greek system of Blue Border control, as well as the work being done by the Eastern Sea Border Centre. Participants were thus able to draw comparisons with the systems which were presented to them in Finland and Spain, as well as considering the role and place of the coast guard in border security.

Jointly organised by DCAF, OSCE and the Croatian Police, the second meeting was dedicated to the first draft Strategies and Action Plans for Blue Border Surveillance to be created by each of the participating countries. After looking at the EU demands and requirements for Maritime Border Strategies, participants discussed in detail the strategies for the control of sea borders, lake borders and river borders, respectively.

For **Level 2**, an Advanced Distance Learning Course (ADL) for Regional Border Police Commanders has been under preparation in 2004-2005 and was launched in January 2006. The aim of the course is to provide a learning platform for regional commanders to enable them to share information effectively with colleagues in partner border services, and to ensure that common best practices are established through permanent direct interaction.

Designed as an 18-month long education and training project, the Course also aims at improving professional competences and management and leadership skills of Regional Commanders. It will be conducted in English, and to ensure that all participants have the required language skills, four three-week long English language courses were

organised by DCAF in 2005. 36 regional commanders and police officials from seven states (Albania, Bosnia and Herzegovina, Croatia, Estonia, Macedonia, Serbia and Montenegro, and Slovenia) took part. Between class sessions, they were engaged in distance learning at home. 32 participants successfully completed the English course.

For **Level 3**, a special programme '**Operational Guidelines and Job Descriptions**' has been organised for Station Commanders. It is designed to provide practical training for Station Commanders on performing border checks and surveillance at the individual station level. Participants are commanders who have yet to take up their border station posts. The programme took the form of several courses and study visits, during which participants carried out a variety of practical exercises.

A series of four-day courses on **Communication and Stress Management** took place at the Slovenian Police Academy, Ljubljana, in March and April. This series gathered a total of 61 commanders of border stations from Bosnia and Herzegovina, Croatia, Macedonia, and Serbia and Montenegro. It focused on developing communication skills for daily police work and the strategies for coping with stress in order to improve effectiveness. The training was interactive with the full involvement of the participants.

Two ten-day courses on **Leadership and Green and Blue Border Surveillance** took place in August and September in Estonia. They gave the participants the opportunity to gain knowledge and experience about leadership, as well as to observe how their fellow station commanders perform their daily duties in practice. During the classroom phase, participants discussed leadership styles, teamwork, motivation and organisational efficiency, followed by a visit to a border station on the Estonian border with the Russian Federation which provided a first-hand view of cooperation between the services of the two states.

For **Level 4**, DCAF runs an Annual Summer Training Conference for around 50 future leaders. The aim is to bring together a group of promising border security professionals and young scholars, NGO activists, journalists and government officials primarily from SEE, in order to give them an opportunity to engage with prominent international experts in a comprehensive debate on border security issues. The events contribute to the formation of future border security leaders and allows for good networking.

The 2005 Future Leaders Summer Training Conference took place in the Swiss Army Mountain School in Andermatt during August. It was organised in cooperation with the Swiss Army and gathered 45 participants from all countries in South Eastern Europe, as well as from the Czech Republic, Estonia, Finland, Germany, Spain, Slovenia and Ukraine.

The first part of the programme addressed topics regarding a variety of security issues and studied leadership and management methods. The second part took the participants into the mountains where they were able to practice summer mountaineering skills as taught by the Swiss Army, and to practice the leadership techniques discussed in the classroom.

Evaluation of the Programme

In order to allow for the regular evaluation of work in progress, DCAF's Border Security Programme holds review conferences at the ministerial level. The second such conference took place in February in Skopje, Macedonia, and was attended by the Ministers of Interior, Public Order and Security of the recipient countries. The Ministers' support for the programme was emphasised by the signing of a Ministerial Declaration.

2.3. Advising on Good Governance and Reform of Security and Defence

DCAF continued to provide assistance to governments to help them tackle strategic issues and challenges of their security sector reform. In 2005, the assistance included advice for drafting national security and defence strategies, commentaries on key security sector legislation, as well as specialised workshops and seminars.

Owing to the generous project funding received from the Government of Sweden, DCAF focused its activities on **Serbia and Montenegro**. The assistance was provided through a series of regular visits of experts and capacity-

building workshops implemented in close cooperation with local governmental institutions and non-governmental organisations.

In February in Szeged, Hungary, DCAF and the Szeged Centre for Security Policy co-organised a Seminar on Partnership for Peace, which targeted the staff of the Ministry of Defence of Serbia and Montenegro. The event was organised to assist them in devising a national communication strategy on Partnership for Peace membership.

Since 2004, DCAF has been active in providing advice to the Ministry of Defence of Serbia and Montenegro on drafting the Defence Strategy and the White Book on Defence. Following the adoption of both documents, DCAF and the Ministry of Defence co-organised their public presentation in April in Belgrade. The event gathered a wide audience of government officials, members of parliament, the diplomatic corps, civil society representatives and the media. Making the documents available to the general public reflected the developing understanding within local defence institutions that defence policy should be transparent and open to public input and scrutiny.

DCAF significantly contributed towards improving the legal framework in the field of defence in Serbia and Montenegro. In cooperation with the Institute for Comparative Law, a national legal institution in Belgrade, DCAF prepared detailed comments on the three draft laws prepared by the Ministry of Defence of Serbia and Montenegro – the Law on Defence, the Law on the Armed Forces, and the Law on Security Services. Apart from preparing the commentary, experts from the Institute for Comparative Law took an active part in the public debates on all three drafts organised by the Ministry.

DCAF funded a group of local experts gathered around the Centre for Civil-Military Relations, a Belgrade NGO, to prepare four model laws relevant to security sector reform in Serbia and Montenegro – a model law on the Supreme Defence Council, a model law on private security companies, a model law on conscientious objection, and a model law on military secrets. Once finalised, the laws will be discussed in different expert fora in Serbia and Montenegro. This approach of supporting local legal and security experts clearly emphasises local ownership and underlines the vital role of local civilian expertise in security policy- and lawmaking.

As part of intensified contacts with the Government of **Montenegro**, DCAF's first activity was to provide advice and give comments on the draft Security Strategy of Montenegro which was subsequently adopted by the Parliament of Montenegro.

DCAF initiated the implementation of its regional project entitled 'Assessment of Regional Security Threats and Challenges in **the Western Balkans**'. The aim of the project is to facilitate a joint comparative review of security and defence policies of the countries in the region by a group of government experts, with the ultimate goal to advance mutual understanding and security cooperation throughout the region. The first working meeting of experts from the Ministries of Defence or Foreign Affairs of Albania, Bosnia and Herzegovina, Macedonia, and Serbia and Montenegro took place in Skopje in June. The meeting was co-organised with the Government of Macedonia and opened by the Prime Minister, Dr. Vlado Bučkovski. The participants presented their countries' security and defence policies. They mandated DCAF to analyse the regional policies and present its findings at the next meeting of the initiative, which will take place in Tirana.

In close cooperation with the Chairman of the Parliamentary Defence Committee of the Verkhovna Rada of **Ukraine**, a joint collection of Ukraine's security sector laws, in both Russian and Ukrainian language versions, was published in May.

DCAF was involved in commenting on the draft of the National Security Policy of **Georgia**, drawn up by the Georgian National Security Council, and subsequently assisted the publication of the final document in Georgian and English. In October, DCAF participated in the official endorsement of the National Security Policy at the Georgian Parliament.

DCAF assisted in October in the publishing of a preliminary study of Georgia's progress in security sector reform. The study was disseminated to Georgian government and parliamentary officials, as well as parliamentary staff, defence professionals, civil society groups, and relevant international and regional organisations in Georgia and elsewhere in Europe. In addition, DCAF funded the publishing in April of a compilation of security sector legislation of Georgia in English.

In cooperation with the Foundation for Political Centrism, Moscow, DCAF organised a series of seminars on security sector governance issues facing **Russia**. DCAF supplied experts and materials to facilitate discussion with academics, lawyers, policymakers and civil society representatives. The proceedings of each seminar were subsequently published. The subjects discussed included the legal status of closed cities, comparative experiences of security sector reform, the social and economic costs of professional armed forces, the role of law enforcement agencies in a democratic market economy, and defence industry reform and conversion.

In April, DCAF organised a seminar on contemporary security sector governance issues at the USA-Canada Institute in Moscow. The event promoted knowledge of best practice in security sector governance; the subjects discussed included armed forces professionalisation, the social/legal aspects of armed forces service in the NATO/EU context, police reform in the European context, armed forces and the media, security sector governance, parliamentary oversight of the security sector, and security sector reform in South East Europe. Participants included academics, students and NGO staff.

Also in April, a joint conference was organised in cooperation with the Hungarian House of Culture in Moscow on 'Security Sector Governance and the War on Terror'. The aim of the one-day conference was to promote discussion of contemporary international security sector governance issues. The event was attended by invited Western experts, Russian academics, students, and invitees from NGOs and civil society. The three sessions were 'The War on Terror in the Euro-Atlantic Policy Discourse', 'The War on Terror – Security Sector Governance and Military Implications', and 'The Impact on Society and Media'.

In April, DCAF co-organised a regional conference on 'Partnership Action Plan and Defence Institution Building' for participants from the **Caucasus** and **Moldova** in Tbilisi, Georgia, following a joint Swiss-Georgian initiative, with the support of NATO. Participants included parliamentarians, presidential and parliamentary senior staff, senior government officials from security ministries, representatives of security and defence NGOs, academics, and journalists. The proceedings of the conference were published by Lavak in October. The conference objectives were to introduce the Partnership Action Plan – Defence Institution Building (PAP-DIB) process, detailing how NATO allies and partner countries work to implement it. The aim was to explain key PAP-DIB concepts – democratic and civilian control of the armed forces, effective and efficient management of defence institutions, security sector reform – and to exchange experiences regarding the process of defence institution-building in countries of the Euro-Atlantic area.

The conference was followed by a three-day training course on 'Partnership Action Plan and Defence Institution Building'. Participants were introduced to a range of issues encompassed by the PAP-DIB agenda. Some sessions were run by a delegation from the NATO Studies Centre, Bucharest, who introduced a syllabus designed to promote understanding of Defence Institution Building among the various participants.

Demobilisation and Reintegration Support in the Western Balkans

Based on an analysis undertaken in 2003 and 2004, the DCAF Demobilisation and Reintegration Programme identified three key focus areas for 2005: (i) the need to achieve a greater international community engagement and coordination, (ii) the need to empower the stakeholders in the region to tackle the demobilisation issues, and (iii) to continue to conduct analysis and assessment of the topic.

DCAF has spent several years focusing on Defence Conversion in the Western Balkans. During the first half of the year the DCAF Working Group on Demobilisation and Reintegration continued to be the operational tool for the work in this area. Specifically, it focused on the personnel aspects of downsizing, demobilisation and the consequent retraining and reintegration processes. The first Working Group meeting of 2005 took place in Skopje in March, in close cooperation with the Ministry of Defence, continuing to focus on improving national demobilisation and reintegration strategies.

The second and last formal meeting of the Working Group took place at RACVIAC in Croatia in June. Here the Group focused on employment and was hence briefed by private sector employment consultants skilled in matching demobilised personnel with potential employers.

Early 2005 saw a formal response to the regional concept that was co-designed by DCAF. The occasion was the meeting of Defence Ministers under the auspices of the SEE Cooperative Process in Bucharest in March. Here DCAF formally agreed that its Demobilisation and Reintegration Working Group would be merged into a newly

developed SEE Defence Conversion Initiative, based at RACVIAC in Croatia. RACVIAC is currently in the process of building up its own capacity in the area of defence conversion, in support of three established working groups that will be chaired by representatives from Western Balkan countries. DCAF has more of an advisory role, but also continues to promote and lobby for the funding and continued expertise of this Working Group and of the new tasks taken on by RACVIAC.

DCAF continues its efforts to document and assess ongoing developments in the Western Balkans as a way to document different approaches to similar challenges and also as a way to offer recommendations for improvement. This has been done in close collaboration with the Bonn International Center for Conversion (BICC). The latest joint venture in the area of defence conversion has produced an assessment study, entitled *Demobilizing and Retraining for the Future – The Armed Forces in Serbia and Montenegro*. It is the second such study jointly undertaken with BICC, the first being on Bosnia and Herzegovina. The third and last study in this series will be available in April 2006. It will focus on where in the defence reform process are the three Adriatic Charter – Albania, Croatia, and Macedonia. With the consequences of defence reform as a point of departure, the study will evaluate the states' demobilisation of military personnel, the transition programmes available and to what extent the three countries have converted military infrastructure to civilian use.

2.4. The Kosovo Programme

In the frame of the upcoming negotiations on the prospective status of Kosovo, the United Nations Interim Administration Mission in Kosovo (UNMIK), jointly with the Provisional Institutions of Self-Government, launched the Internal Security Sector Review, a process which is dedicated to set the basis for the future security sector architecture for Kosovo.

DCAF's engagement in Kosovo started in July, upon the invitation by UNMIK and by the Head of the Provisional Institutions of Self-Government, to assist in setting up the basic structures for effective security sector governance in Kosovo in order to secure and foster development, stability, and peace in Kosovo and throughout the region.

DCAF assistance primarily features advice and support to UNMIK for the Internal Security Sector Review (ISSR) process which aims to determine the most appropriate and effective design for the future internal security sector structures of Kosovo, including governance and oversight issues. The ISSR process will in no way prejudice the final status decision. Within the ISSR, DCAF leads a consortium of local and international research institutions to produce a review of the strategic security environment and a detailed analysis of threats to Kosovo's security.

DCAF was also invited by the Prime Minister of Kosovo to provide advisory assistance and training in the field of security sector policy and reform to the Provisional Institutions of Self-Government, including the existing Office for Public Safety. A one-week Introductory course on Security Sector Reform and Governance was held for security sector experts of the Kosovo PISG in Geneva in November. Feedback regarding the course was highly positive and DCAF has been asked to organise follow-up training events during the course of 2006. In addition, DCAF is currently discussing a mandate from UNMIK to provide capacity-building assistance to the wider security sector community in Kosovo in the frame of UNMIK's 'Awareness Building on Security Concepts' initiative.

DCAF also provides assistance to the Kosovo Assembly in building the capacity of the soon-to-be established parliamentary committee that will oversee the future security institutions. DCAF organised jointly with the Kosovo Assembly and the OSCE Mission in Kosovo (OMIK) a roundtable on Parliamentary Oversight of the Security Sector. Additional training events are envisioned during the course of 2006. In addition, DCAF took the commitment to sponsor and train a locally hired security expert working as permanent staff advisor in the Kosovo Assembly. The person will be subject to training and regional networking within the framework of DCAF's ongoing regional Parliamentary Staff Advisors Programme.

2.5. Parliamentary Assistance

In 2005, DCAF continued to invest significant attention and resources to fostering parliamentary oversight of the security sector.

Following the establishment of the Intelligence Oversight Committee in the Parliamentary Assembly of **Bosnia and Herzegovina**, DCAF organised for Mr. Tomislav Limov, the newly appointed chair of the Committee, a series of briefings in Geneva and Bern. The briefings took place in March and included a visit to the Swiss Federal Parliament. In April, the Joint Committee for the Oversight of Defence and Security of the Parliamentary Assembly of Bosnia and Herzegovina paid an official visit to DCAF in Geneva where they were presented with a series of briefings on best practices of parliamentary oversight. Also, DCAF donated 13 laptop computers and some networking equipment for the members of the Joint Committee, to help them work and communicate more effectively.

The official visit to DCAF in March of Mr. Ranko Krivokapić, Speaker of the Parliament of **Montenegro**, and his associates marked the start of more intense cooperation with this parliament. Following the visit, DCAF organised the promotion of the local language version of the DCAF/IPU Handbook on Parliamentary Oversight of the Security Sector at a workshop in Podgorica, in May. The one-day workshop, attended primarily by Montenegrin parliamentarians, looked into the development and various practices of security sector oversight mechanisms.

DCAF met several officials of the **Kosovo** Provisional Assembly in September to see how it could assist the development of security oversight mechanisms in the Assembly. In November, DCAF and the OSCE Mission in Kosovo jointly organised in Pristina a one-day roundtable on Parliamentary Oversight of the Security Sector for members of the Assembly of Kosovo. The aim of the event was to provide an introduction to the principles and practice of parliamentary oversight of the security sector, with special emphasis on the oversight of police.

Besides promoting the DCAF/IPU *Handbook on Parliamentary Oversight of the Security Sector* in DCAF's core geographic area of activity, promotion of the ideas in the Handbook continued in other partner countries. Thus, DCAF either organised or participated in joint launch and workshop events in Jordan (January), Pakistan (February), East Timor and Indonesia (September), and Georgia (October). The workshops brought together senior policymakers, parliamentarians and parliamentary staffers of the host countries with both local security sector experts and parliamentary oversight specialists from the Euro-Atlantic area.

The number of language versions of the Handbook was further increased by translating and publishing it in Farsi, German, Indonesian (Bahasa), Kyrgyz, Portuguese, Timorese, and Urdu. A Chinese version of the Handbook was posted on the DCAF website. The total number of DCAF/IPU Handbook language versions has thus reached 30.

Upon the invitation of UNDP, DCAF conceptualised, planned and co-organised a UNDP-funded roundtable for parliamentarians from the **Commonwealth of Independent States** on Security Sector Reform which took place in Prague in October. Participants were current and former parliamentarians from Armenia, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Ukraine and Uzbekistan. They discussed techniques for, and obstacles to, security sector oversight, and exchanged experiences from their countries. The DCAF/IPU *Handbook on Parliamentary Oversight of the Security Sector* was used as reference point for discussions. As a result both of the roundtable and programming discussions conducted on the sidelines, UNDP Headquarters pointed to avenues for cooperation on the use and creation of relevant products and programming strategies on human rights, governance, and parliamentary and civil society capacity-building and empowerment issues, as relevant to security sector governance and reform.

In Kiev, **Ukraine**, a one-day joint DCAF-Verkhovna Rada-Ministry of Defence conference was held in the Parliament on 'Current Issues of Defence and Security Sector Reform in Ukraine' in May. The participants were mostly Ukrainian parliamentarians, including members of the Defence Committee. The conference addressed issues which could possibly affect existing security sector legislation, the status of Euro-Atlantic organisations membership issues, defence planning, armed forces, intelligence, and human rights in the armed forces.

An international roundtable on 'Law Enforcement Reform' was jointly organised by DCAF, the Verkhovna Rada's Committee on Issues of Legislative Provisions of Law Enforcement Activities, and the Ukrainian National Institute of International Security Problems, in Kiev in October. The Russian version of the DCAF publication *Transforming Police in Central and Eastern Europe* was introduced to about 70 members of the Parliamentary Committee on

Issues of Legislative Provisions of Law Enforcement Activities, and the Committee on Combating Organised Crime and Corruption, as well as representatives of the Ukrainian Ministries of the Interior and of Justice.

In July, a Regional Seminar on Parliamentary Oversight of the Security Sector in **Latin America** was held in Montevideo, Uruguay. The two-day seminar, jointly organised by the IPU, the parliaments of Uruguay and Argentina, and DCAF, stemmed from the work DCAF carries out to strengthen parliamentary oversight of the security sector.

Following the successful conclusion of this seminar, Argentina, Uruguay and Costa Rica expressed continued interest in DCAF's activities.

Parliamentary Staff Advisors Programme

DCAF continues to implement the Parliamentary Staff Advisors Programme in South Eastern Europe (PSAP), wherein DCAF sponsors locally hired staff advisors via the respective parliaments. The objective of PSAP is twofold: (i) to strengthen the security and defence policy expertise within the defence and security committees of the parliaments in the region, and (ii) to establish a network of trained parliamentary staff advisors, in order to foster a formal and informal exchange of information and encourage regional cooperation. As of December 2005, the programme included 11 Parliamentary Staff Advisors: one from Albania, four from Bosnia and Herzegovina, one from Bulgaria, two from Macedonia, one from Montenegro, one from Romania, and one from Serbia. As of Spring 2006, the programme will involve 13 Staff Advisors, as plans are being made to extend this assistance to Croatia and the Assembly of Kosovo.

Through 2005, DCAF organised four one-week training modules for the Advisors. The venues were Copenhagen, Bucharest, Berlin and Geneva. The first three training weeks aimed at giving the Advisors a better understanding of how defence and security policy is developed, managed and overseen in Denmark, Romania and Germany. While doing so, the group assessed and compared the different models of control and oversight of the security sector. The Advisors met with key officials, at various levels, of parliamentary oversight, interior and defence ministries, security councils, intelligence services, defence academies, human rights centres, etc. The implementation partner for the first event in Copenhagen was the Danish Defence College, while in Bucharest and Berlin it was the national parliaments.

The last training event was held in Geneva, where the focus was contemporary topics such as anti-terrorism legislation and the involvement of a country's security apparatus in containing a possible avian flu outbreak.

The curricula and programmes for these training modules have been developed following a joint assessment of training needs with the Chairs of each Security or Defence Committee and with the Staff Advisors themselves. DCAF plans to focus its training for 2006 around similar study-visits to foreign partner parliaments.

2.6. Intelligence Reform

The DCAF Intelligence Reform Programme aims to assist reform processes by focusing on the establishment of sustainable intelligence oversight procedures based on democratic standards and principles of good governance. It offers impartial, relevant tailor-made services in two key areas of involvement: policy advice and research.

In **Bosnia and Herzegovina**, DCAF developed and implemented a training programme for the newly appointed mid-level management of the Intelligence Security Agency (OSA). The training was implemented in cooperation with the Intelligence Reform Implementation Section, a body mandated by international community to oversee the creation of a single, state-level intelligence agency in Bosnia and Herzegovina. The programme for 2005 consisted of three workshops, all held in Sarajevo. The first workshop, in February, aimed to familiarise the agency officials with the intelligence cycle. Workshops two and three, in May and in September respectively, were organised as a series of interactive working group exercises focused on the collection and analysis elements of the intelligence cycle.

In **Albania**, in February, DCAF organised a National Workshop on Intelligence Reform. It was the first event of this type that openly tackled the challenges of intelligence oversight in Albania. The one-day workshop was attended by Members of Parliament and parliamentary staff, leadership and staff of the State Intelligence Agency (SHISH) and the Army Intelligence (SHIU), government officials, representatives of local NGOs and media. Active and candid

debate centred on finding a balance between security and civil rights, and between the protection of secrecy and the requirement to develop effective parliamentary oversight.

Based on research on legal standards for democratic accountability of security and intelligence services, and best practices and procedures for intelligence oversight, the DCAF Research Division, in cooperation with the Human Rights Centre of Durham University (UK) and the Norwegian Parliamentary Intelligence Oversight Committee, published the handbook *Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies*.

The publication of the Handbook made it possible to develop the 'DCAF Workshop Series on Making Intelligence Accountable', which aims to raise awareness and foster the development of intelligence oversight mechanisms based on widely accepted democratic standards and best practices. By the end of the year, the Handbook had been translated into six languages: Albanian, Croatian, Macedonian, Russian, Serbian, and Spanish.

In December, the first workshop of the series was organised in Kiev. Following up on an earlier request made by the Rada, DCAF – jointly with NATO, the National Security and Defence Council of Ukraine, and the Rada – co-organised a 'Roundtable on Civil and Democratic Oversight of an Intelligence Sector'. The Russian translation of the Handbook was used to underpin the discussion of relevant oversight concepts and issues.

2.7. DCAF Young Faces Network

The DCAF Young Faces Network brings together young scholars, government officials, journalists and civil society leaders from South Eastern Europe to engage them in an ongoing debate on relevant issues of global and regional security. The Network currently gathers more than 100 members who were selected through a series of best paper competitions. In 2005, DCAF partnered with the Centre for Security Studies in Sarajevo (CSS) and the Belgrade Fund for Political Excellence (BFPE) to expand the activities of the Network. The 2005 activities were co-funded by the Balkan Trust for Democracy and DCAF.

The primary challenge for the Network members was to draft their proposal for a SEE Regional Security Strategy which would issue a comprehensive set of recommendations to policy makers on various ways to foster regional security cooperation. The drafting of the Regional Security Strategy was coordinated by a group of eight Young Faces Network members. Different drafts were discussed with the Network membership in three workshops and through a series of online debates. The first two workshops took place in Neum, Bosnia and Herzegovina, in June and in Geneva, in October. The Regional Security Strategy was finalised at the final workshop of the series which was organised in Belgrade in November.

By taking an active part in this process, young security experts from the region demonstrated their serious commitment to the idea that regional security cooperation in the Western Balkans should not simply be the sum of externally driven, bilateral cooperation efforts. Instead, it should be developed as a truly regional approach which builds upon a solid foundation of common values and the recognition that shared threats can only be tackled in a joint and concerted regional effort.

2.8. Civil Society Empowerment

DCAF continued to put emphasis on the promotion of civil society research and activities, in the broader context of security sector issues. Throughout the year, DCAF representatives met with local civil society groups working on security sector governance issues whenever possible.

In **Serbia and Montenegro**, DCAF joined forces with the Novi Sad School of Journalism to organise, in September in Novi Sad, a week-long training event for journalists from South Eastern Europe. The event primarily focused on the role of media with regard to defence policy. The cooperation with the Novi Sad School of Journalism will continue in 2006 to train young journalists from Serbia and Montenegro to help them cover security sector reform developments in their country and beyond.

In October, a roundtable on 'Media in Security and Governance' was jointly organised with the Institute of Journalism at the Taras Shevchenko University in Kiev, **Ukraine**. Within the frame of the event, the local version of the DCAF publication *Media in Security and Governance* was introduced to some 60 local media professionals and academics. Speakers from NATO and the OSCE, as well as national media representatives, stressed the importance of the publication to the discussion on security-media relations in Ukraine.

Also in October, an international conference on 'Police Reform in Central and Eastern Europe' was jointly organised with the Police Academy in Kharkiv. The event was used as a platform from which to launch the local version of the DCAF publication *Transforming Police in Central and Eastern Europe*. The book was introduced to about 40 practitioners and academics from several Ukrainian Police Academies and presentations were made on Ukrainian police reform.

An international conference on 'Democratic Horizons in the Security Sector: Turkey and the Security Sector Governance Experience' was co-organised in Ankara by DCAF and local partner the Turkish Economic and Social Studies Foundation (TESEV), one of the leading non-governmental think tanks in **Turkey**. The conference was intended, firstly, to examine the current status of European security governance norms transfer to Turkish security institutions and, secondly, to discuss examples of best practices in security sector governance. Special emphasis was placed on policing and human rights issues.

The European Commission's Regular Progress Report on Turkey in November mentioned DCAF's work with TESEV. In the section on 'Democracy and the Rule of Law, Civil-Military Relations' the progress report declared that "[The] project on Democratic Oversight of the Security Sector promoted by TESEV and DCAF could make an important contribution".

A symposium on 'Democratizing Security and the Role of the Media' was held in December in Ankara, again co-organised by DCAF and TESEV. The symposium was conducted with the participation of media professionals specialising in Turkish parliament, political parties, institutions of the security sector (the armed forces, police, gendarmerie, intelligence services, coast guard, border security, prison system, etc.) and select branches of the judiciary, and was attended by legislators, security sector officers, bureaucrats, experts and scholars.

3. Special Programmes

3.1. Partnership for Peace (PfP) Consortium

3.1.1. PfP Consortium Annual Conference

The 8th Annual Conference of the PfP Consortium of Defence Academies and Security Studies Institutes took place in Vienna in June 2005, hosted by the Austrian Ministry of Defence. The conference was entitled 'Expanding and Enhancing the Partnerships: Further Steps after Istanbul'. A session on 'Reforming the Security Sector in an Age of Terrorism' was chaired by DCAF's Director, in which the Centre's former Senior Political Advisor Dr. Andrzej Karkoszka and Prof. Rohan Gunaratna discussed the evolution of the terrorist threat in the past three years and how it should be addressed, placing it in a larger framework of multidimensional challenges facing the security sector. DCAF, as chair of the Security Sector Reform Working Group (SSR-WG), together with the Austrian National Defence Academy (LAVk), organised a panel on 'Regional Cooperation as a Partnership Goal: Current Challenges to Global Security'. Speakers addressed the difficulties faced in assisting the nascent government in Afghanistan, the important role of regional cooperation in addressing the problem of migration, and NATO's commitment to facilitate regional cooperation.

The work of the SSR-WG and DCAF was presented during the conference and received great attention from participants.

3.1.2. PfP Consortium Security Sector Reform Working Group (SSR-WG)

The spring meeting, 'After Intervention: Public Security Management in Post-Conflict Societies – from Intervention to Sustainable Local Ownership', was hosted by the Latvian Ministry of Defence in Riga. The Security Sector Reform

Working Group has launched a process addressing the delicate transition from interventionist (military) peacekeeping to local (civilian) ownership of public security management, with the aim of formulating recommendations for the international community on future peacekeeping and public security management/transitional justice practices in conflict and post-conflict zones. Given the ambitious goal, this follow-up conference to the Budapest Workshop of December 2004 sought to address the relevant issues in thematically organised discussion sessions. 32 experts from 16 countries were actively involved in discussing a previously distributed set of questions. The range of expertise of the participants provided for a wide range of different views. The findings of the two conferences on public security management in post-conflict societies were published in cooperation with the Austrian National Defence Academy.

The Working Group's second meeting was held at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen in December 2005, and focused on the Partnership Action Plan-Defence Institution Building (PAP-DIB) process in the former Soviet Union. DCAF is actively engaged in this discussion, including at the NATO level, and therefore used the opportunity to develop the concept in the Consortium framework. Experts from across the former Soviet Union – including Moldova, Ukraine, Armenia, Georgia, Tajikistan, and Kazakhstan – as well as from NATO International Staff, presented the PAP-DIB efforts of their countries. Participants included the Moldovan Minister of Defence, Mr. Valeriu Plesca, and the Director of Ukraine's National Security and Defence Council's research unit (NIISP), Dr. Serhiy I. Pyroshkov.

3.1.3. PfP Consortium Senior Advisory Council (SAC) and Consortium Steering Committee (CSC)

The SAC and the CSC are the governing bodies of the Consortium. The Director of DCAF is a member of the Senior Advisory Council and attended the PfP Annual Conference in Vienna. Anja Ebnöther, Assistant Director and Head of Special Programmes, represented DCAF as chair of the SSR-WG in the January meeting in Oberammergau, and the October meeting at the NATO Defence College in Rome. At the Rome meeting, she also represented the Director at the SAC meeting.

3.2. Collaboration with the Austrian National Defence Academy (LAVk)

In 2005, close cooperation with the Austrian National Defence Academy (LAVk) continued. As mentioned above, DCAF and LAVk jointly organised a panel at the Annual Conference in Vienna. LAVk printed the conference proceedings for the SSR-WG, as well as two DCAF publications.

In 2005, DCAF received an official invitation from the Austrian government to advise on Security Sector Reform during Austria's EU presidency from January to June 2006.

3.3. Women in an Insecure World

3.3.1. The Book and its Launch

The book *Women in an Insecure World* was published in July 2005, and has been well received by the public. Three launch events were held in the United States in November with the Swiss Embassy and Women In International Security in Washington DC; with the US State Department, under the patronage of Under-Secretary of State Paula Dobriansky; and with the Swiss Mission to the United Nations in New York. The launches at the Swiss Embassy and the Swiss Mission were also supported by the Swedish Foreign Ministry, whose representatives were actively involved. The panellists for the New York event were the Director of UNIFEM, Noeleen Heyzer, and Dr. Aleya el-Bindari Hammad, a member of DCAF's International Advisory Board. In Geneva, DCAF joined with UNHCR, IRIN-OHCHA, UNFPA, OHCHR and MSF to launch *Women in an Insecure World* as part of the international '16 Days of Activism Against Gender Violence'. The Geneva launch, held at the ICRC Museum, was supported by the Swiss Agency for Development and Cooperation and the Swedish Foreign Ministry. DCAF has undertaken a range of activities in the second part of 2005 to promote and distribute the book, and to advocate for action to stop violence against women.

The response to, and demand for, *Women in an Insecure World* has been strong. Media coverage included several hundred newspaper pieces – including articles in *The Economist* and *The New York Times* – as well as radio and television spots. Further launches and distribution activities are planned for 2006.

3.3.2. The Documentary

Production of the companion documentary film to *Women in an Insecure World* continued with the Head of Special Programmes accompanying the filmmaker to Ethiopia in July to document female genital mutilation. Amnesty International Switzerland contributed to film production costs. A four-minute trailer in English is now available and was shown at the Geneva book launch, to DCAF's International Advisory Board, and to several other audiences.

3.3.3. Conferences and Presentations

In September, the Director presented a workshop on violence against women in armed conflict at the Bern symposium on 'Due Diligence and the Responsibility of the State for the Human Rights of Women'.

In July, the Head of Special Programmes attended a conference in Vienna on violence against women, organised by OSCE and Sweden. In addition, while in Washington and New York in November, she met with UNIFEM, the Division for the Advancement of Women, OCHA, Women Waging Peace and representatives of the World Bank, to discuss future collaboration.

DCAF participated in the Gender Roundtables organised by the Swisspeace Center for Peacebuilding (KOFF).

3.3.4. Personnel

Special Programmes was joined by Megan Bastick in August, in particular to work on the *Women in an Insecure World* project. As Special Programmes Coordinator, she attended the African regional seminar on the role of parliaments in the national reconciliation process, organised by the Parliament of Burundi, the Inter-Parliamentary Union and the International Institute for Democracy and Electoral Assistance, to present a session on women's involvement in reconciliation processes. Furthermore, she attended the Regional Table of the Stability Pact in Prague, to explore possible activities in South East Europe.

3.3.5. Global Coalition – Women Defending Peace

DCAF continued its support of the *Global Coalition – Women Defending Peace*, which has established offices in DCAF's Rue de Berne annex. The Head of Special Programmes was part of a *Global Coalition – Women Defending Peace* delegation to Palestine in January, which met with women peacemakers, and lobbied the Palestinian Authority to include women in the peace process.

3.4. Children in an Insecure World

In addition to progress on the book *Children in an Insecure World*, a number of complimentary activities were undertaken during 2005.

3.4.1. The Book

Building on the achievements of *Women in an Insecure World*, DCAF initiated the Children in an Insecure World project at the end of 2004. The primary focus of the project is to produce a publication similar to that of the Women in and Insecure World project, while avoiding duplication of ongoing initiatives in the area of child protection, in particular the UN Study on Violence Against Children. Work on the publication was initiated in January 2005 by Dr. Marie Vlachová, Senior Fellow, assisted by Ivana Machonova Schellongova, Research Assistant. The team was joined by David Nosworthy, Fellow, in July 2005 with the aim of strengthening networking with partners among UN agencies and non-governmental organisations working in the area of child rights and child protection. Publication of the book is planned for the end of 2006.

The Children in an Insecure World publication aims to demonstrate the role and responsibility of the security sector in guaranteeing respect for children's rights. This will lead to an analysis of how the security sector and its institutions endeavour to protect the interests of children, including examples of where these efforts fail, and consideration of national and international mechanisms to address these failures. The publication will draw conclusions and

recommendations highlighting approaches to strengthening child protection systems. The content will be informed through the commissioning of a series of papers analysing child protection issues from a security sector perspective.

3.4.2. Publication of a DCAF Occasional Paper

July saw the publication of DCAF Occasional Paper No. 8, *War is no Child's Play: Child Soldiers from Battlefield to Playground*, by Lilian Peters, a child protection consultant. The paper looks at the child soldier issue from prevention to reintegration, detailing key documents and existing initiatives where relevant.

3.4.3. Cooperation with Geneva Call

An agreement was concluded between DCAF and Geneva Call for them to conduct a study on non-state actors (NSAs) and child soldiers. Geneva Call is an international humanitarian organisation having the objective of obtaining the commitment of armed NSAs worldwide to adhere to a total ban on anti-personnel mines and to various humanitarian norms. To facilitate this process, Geneva Call provides a mechanism whereby NSAs, who are not eligible to enter into formal treaty processes, can commit themselves to the mine ban norm by signing a 'Deed of Commitment for Adherence to a Total Ban on Anti-Personnel Mines and for Cooperation in Mine Action'. This can also be a first step to a broader commitment in principle to the ideal of humanitarian norms.

In this regard, and in response to questions emanating from civil society organisations, representatives of UN agencies and certain armed groups, Geneva Call undertook a feasibility study on extending their activities to child soldiers. The feasibility study was completed in January 2006.

3.4.4. Cooperation with the Coalition to Stop the Use of Child Soldiers

The Coalition to Stop the Use of Child Soldiers launched a research project in 2005 to investigate the recruitment of child soldiers by armed groups. A significant element of the project is to be an International Forum to provide an opportunity and space for a range of stakeholders to come together to discuss some of the complex issues and elaborate recommendations for responses and action. DCAF was approached by the Coalition to engage in this process, particularly in regard to exploring the possibilities for hosting the Forum in Geneva. DCAF provided the Coalition with a logistics brief outlining options for the Forum, this feeding into a feasibility study on the proposed event requested by the Swiss Ministry of Foreign Affairs. DCAF has also offered their experience to the Coalition in respect to the substantive issues that the research expects to address.

3.4.5. Training

An introduction to the UN Convention on the Rights of the Child, and its two Optional Protocols, was provided at an ICRC training course for delegates, protection officers and heads of delegation in November 2005, highlighting the relevance of the Convention in relation to International Humanitarian Law.

4. Deputy Director's Office (DDO)

The Deputy Director's Office is responsible for the Brussels office and DCAF's operations in the former Soviet Union, Turkey, and Latin America. The office performs four main functions in order to prepare the ground for DCAF engagement in relevant geographical and subject areas: initiating contacts, identifying information needs, enabling sustained consultancy to governments and other potential partner organisations (particularly in the realm of civil society), and delivering expertise (such as qualified counsellors) where most needed. The DDO's primary focus is delivery of parliamentary, civil society and democratic defence and security institution capacity-building products and services.

During 2005, the unit had three full-time staff members, a secondee from the Spanish MoD (from August to December), and four part-time members – a secretary at 90% and three research assistants at 50%. The DDO staff operates the DCAF Brussels and Operations NIS.

5. DCAF Brussels

Pursuant to DCAF's Strategy Paper, adopted by the Foundation Council in December 2004, DCAF Brussels was established in the second half of 2005 as an *association sans but lucratif*, and operates from offices rented from the Centre for European Policy Studies (CEPS) at 1 Place du Congrès in Brussels. The office is headed by DCAF's Deputy Director, Dr. Philipp Fluri, and is currently staffed by a Coordinator, Alex Dowling, as well as a receptionist who are based full-time in Brussels.

The key mission of DCAF Brussels, DCAF's legal entity inside the European Union, is to provide a platform for deepening DCAF's cooperation with the European Union and the international Brussels community. DCAF Brussels is intended to fulfil three principal objectives: to promote the SSR and SSG concepts within the Brussels community, to establish DCAF's input into the development of EU policy in these areas, and to offer DCAF's operational involvement in subsequent EU SSR-related activities in the New Neighbourhood, West Africa, as well as The Middle East and North Africa. Recognising the need to raise awareness of both DCAF's activities and the field of SSR, three substantial events were held to this end in 2005.

The launch of DCAF Brussels on 30 September 2005 was marked by a timely conference on the EU's emerging role in Security Sector Governance and Reform, held at the offices of DCAF Brussels and CEPS. This event was attended by more than 80 invitees, including officials from the European Union institutions, NATO and the NATO PA, members of the diplomatic community and academics. Featuring a distinguished panel of both practitioners and academics, it sought to evaluate the EU's current role in the field of SSR, as well as the way forward. A keynote presentation from the Commission's Ambassador Sannino, Principal Adviser on Security, underlined that, although the Commission was not new to the promotion of security sector reform, there was a need to develop an overall EU concept on SSR.

A second event was held on 29 November, in conjunction with the Belgian Royal Institute for International Relations (IRRI-KIIB). Entitled 'Coordination or Confusion? The Integration of Security and Development in EU Policy', the seminar brought together experts from the fields of both development and security. DCAF was responsible for a panel focusing on 'Security Governance in Post-Conflict Peacebuilding', the title of the 2005 Yearly Book, which was also launched at the same occasion.

On 12 December, Professor Heiner Hänggi, Head of Research at DCAF, launched at DCAF Brussels an edited volume on Inter-regionalism, an emerging topic in international relations. As the first in a series of CEPS-DCAF joint events, Michael Emerson, Senior Fellow at CEPS, chaired the lunchtime seminar. Professor Hänggi and his co-editors, Professor Luk Van Langenhove, Professor Ralf Roloff and Professor Jürgen Rüländ, explained that inter-regionalism referred to the institutionalised relations between world regions which had grown rapidly in the post-Cold War period. It became clear from the presentations that the phenomenon is slowly changing the character of multilateralism, providing a new tier in international relations. Various figures from the Brussels international relations community attended and exchanged ideas on this developing field.

6. Other Activities

Formal Visits of the Director to Member States and other Partners

One of the tasks of the Director of DCAF is to pay a formal visit to each DCAF member state. The purpose of these visits is to present DCAF and its activities, to establish points of contact for smooth collaboration, and to lay the groundwork for as broad a cooperation programme as possible. During these visits the Director is normally received by high-ranking representatives of the Ministries of Defence, Foreign Affairs, and the Interior, national security structures and presidential administrations (if not by the President and the respective Ministers themselves). So far, such formal visits were paid to:

- Federal Republic of Yugoslavia (28-30 January 2001);
- Ukraine (4-7 February 2001);
- Bosnia and Herzegovina (12-15 February 2001);

- United States (25-27 February 2001);
- Slovenia (10-11 June 2001);
- Russian Federation (26-29 June 2001);
- Slovakia (3-4 December 2001);
- Macedonia⁸ (11-12 February 2002);
- Croatia (26-27 February 2002);
- Sweden (4-6 March 2002);
- Albania (3-4 April 2002);
- Netherlands (27-29 November 2002);
- Italy (17-20 February 2003);
- Serbia and Montenegro (15-16 April 2003);
- Romania (1-3 June 2003);
- Latvia (19-20 June 2003);
- France (10-12 April 2004);
- Nigeria (19-21 April 2004);
- Canada (25-28 April 2004);
- Estonia (1-3 July, 2004);
- Serbia and Montenegro (28 November to 1 December 2004);
- Austria (20-21 September 2005);
- Lithuania (28 February to 1 March 2006);
- Finland (13-15 March 2006); and
- Germany (15-17 March 2006).

Formal visits were, furthermore, paid to NATO/EAPC/PfP (21 May 2001), the ICRC (May 2001), the Council of Europe (24-25 September 2001), the Commission and the Council of the European Union (5-6 July 2001), the World Bank and the International Monetary Fund (9 April 2002), UNDP (21 October 2002), the OSCE (19 January 2004), the Organisation internationale de la francophonie (12 March 2004), and UNMIK (20-21 July 2005). Multiple ties have been established with all of these organisations. Regular meetings every six months are thus taking place with the ICRC, UNDP, UN DPKO, and the international financial institutions as well as with the Commander of the Swiss Armed Forces; the meeting schedule is no less dense with respect to many other institutions. DCAF actively participates in several international meetings (notably the review process of the Ohrid process for border guards in the Western Balkans and the meetings of Table III of the Stability Pact) and has developed several partnerships into strategic alliances that could serve as the nucleus for multidisciplinary expert consortia.

Serving in the Statutory Bodies of Other Institutions

DCAF's Director serves as a member of the Advisory Board of the Geneva Centre for Security Policy (GCSP), as a member of the Council of the International Institute for Strategic Studies, as a member of the Directing Board of the Centre for Applied Studies in International Negotiations (CASIN), as a member of the International Advisory Board of the Bonn International Centre for Conversion (BICC), as a member of the Senior Advisory Council of the PfP Consortium, and in many other similar bodies. Other members of the staff of the Centre fulfil similar functions in a

⁸ Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

host of additional institutions. These honorary functions are an integral part of the Centre's networking activities and greatly facilitate the success of the latter.

Global Strategic Review of the International Institute for Strategic Studies (IISS)

DCAF, together with the Swiss government and private donors, supports the Global Strategic Review conference series of the London-based International Institute for Strategic Studies (IISS) in Geneva. The first meeting (in a series of three planned conferences) took place at the Hotel Intercontinental in Geneva, 16-18 September 2005, and proved to be a huge success. The GSR promises to become one of the world's important security policy events. DCAF takes pride to be closely associated with it.

Cooperation with the Swiss government

The Director and his staff were throughout the year repeatedly consulted by the Swiss government on a wide variety of issues. Thus, Dr. Heiner Hänggi represented the Centre in a interdepartemental working group that prepared Switzerland's first concept on Security Sector Reform. DCAF is represented in the inter-ministerial working group on SSR that resulted from this study – as it has been made a member of a related inter-ministerial working group on regional military cooperation. The Centre has also been placed on the list of agencies that can recommend the supply of surplus equipment of the Swiss Armed Forces to third parties. This applies, in the case of the Centre, to border security organisations in the Western Balkans. Accordingly, the handing over of logistic equipment was facilitated to the border guards of Montenegro and the Republic of Macedonia in 2005. The Director, furthermore, represented Swiss interests in the Washington-based Swiss Institute for World Affairs until its dissolution in the fall of 2005. Other Swiss staff of the Centre served on numerous committees and other government bodies or provided expertise to the Swiss government. DCAF was presenting its work, moreover, to numerous visiting delegations from the Swiss Armed Forces (including a visit of all Swiss Generals), parliament and other security sector actors.

7. Looking Ahead

The Centre will continue in 2006 to implement the Strategy Paper 2005-2008.

Particular emphasis will, in this context, be given to:

- *Strategic orientation:* Deepen and broaden the relationship with key international actors, particularly the United Nations and the European Union. DCAF Brussels will have to play a crucial role and needs to be developed accordingly. Relations, however, also need to be deepened with the World Bank (with a first joint seminar as a concrete target), the OSCE, the Council of Europe, the European Parliament and the OECD's Development Assistance Committee (DAC);
- *Further strengthening of the international mandate base:* The very encouraging momentum generated in the build-up phase of the Centre needs to be sustained and amplified. The Centre will actively seek a comprehensive set of international mandates. These mandates should, on the one hand, further establish DCAF as the world's leading expertise provider in the area of SSR/SSG and, on the other, further strengthen and diversify the Centre's financial base;
- *Research:* DCAF will strive to maintain and further enhance at the thematic level its analytical leadership in the areas of SSR/SSG. Quality over quantity remains key to achieving this goal. Networking knowledge and targeted policy research continue to be at the core of this endeavour. DCAF must continue to assist the international community wherever possible to develop policies, norms and standards in the field. For the Research Division, providing 'fit to task' analytical tools and support to DCAF's Operations Division in an integrated manner will continue to be of critical importance – as will be the Centre's ability to diffuse its analysis not only in English, but also in the languages of our partners on the ground;
- *Operations:* The geographical priorities of the Centre are sound. The overall priority still given to South Eastern Europe corresponds to a growing need for assistance in that region in the challenging period 2006/2007 (in which crucial political decisions are to be expected). Further emphasis must also be given to strengthen, step by step, the new geographical and thematic areas of attention, i.e. West Africa, the Middle

East and North Africa, the Newly Independent States, and the Women and Children in an Insecure World projects. A more active assessment of options and activities in regions beyond the traditional geographic scope of the Centre will be addressed prudently, notably with respect to Central Asia and the Gulf. Interest in DCAF's activities seems to be growing in Southeast Asia. A particularly useful addition to DCAF's tool box would be the creation of a small team of experts, able to conduct short-notice assessment missions in post-conflict situations on behalf of the international community. Of particular importance will be to better network in-house and outside expertise into comprehensive mission packages, i.e. to be able to offer the international community not simply a seminar or a study on a pertinent topic, but to offer an integrated assistance programme (bringing through a whole set of interlinked and coordinated activities DCAF's full range of expertise to bear) that can thus lead to visible change on the ground. This ability to develop integrated answers must become the most recognisable trademark of DCAF. Inter-divisional cooperation will therefore be further strengthened in 2006. DCAF Brussels offers, in this respect, both an extremely valuable additional asset (talent-spotting of additional expertise) and a platform (networking DCAF's expertise with the needs of the international community);

- *Internal Structures and Staff:* The internal structures and reorganisation measures adopted in late 2004 have proven their worth. No fundamental change is necessary in this respect. Further growth of the institution, at the pace set by the Strategy Paper 2005-2008, remains desirable. Next to the above mentioned assessment team, priorities include policing, language editing, and support staff to central management;
- *Finances:* The Centre will continue its efforts to broaden and diversify its financial base. The target is an annual average growth rate of 5-7 %.

ANNEX 1

International Foundation Council

as of 1 May 2006

Albania	H. E. Ambassador Mehmet Elezi	Ambassador of the Republic of Albania to Switzerland
Armenia	H. E. Ambassador Zohrab Mnatsakanian	Permanent Representative of the Republic of Armenia to the United Nations Office and other International Organisations at Geneva
Austria	General Raimund Schittenhelm	Commandant, Austrian Defence Academy
Azerbaijan	H. E. Ambassador Araz Azimov	Deputy Minister of Foreign Affairs of the Republic of Azerbaijan
Belarus	H. E. Ambassador Sergei F. Aleinik	Permanent Representative of the Republic of Belarus to the United Nations Office and other International Organisations at Geneva
Belgium	Rear Admiral Jacques Rosiers, Jr.	Deputy Assistant Chief of Staff for Strategic Affairs, Belgian Defence Staff
Bosnia and Herzegovina	H. E. Ambassador Jadranka Kalmeta	Permanent Representative of Bosnia and Herzegovina to the United Nations Office at Geneva
Bulgaria	H. E. Ambassador Petko Draganov	Permanent Representative of the Republic of Bulgaria to the United Nations Office and other International Organisations at Geneva
Canada	H. E. Ambassador Paul Meyer	Permanent Representative of Canada to the Conference on Disarmament
Cote d'Ivoire	Mr. Gahié Bertin Kadet	Special Advisor on Defence, Security and Military Procurement, Office of the President of the Republic of Côte d'Ivoire
Croatia	H. E. Ambassador Gordan Markotic	Permanent Representative of the Republic of Croatia to the United Nations Office and other International Organisations at Geneva
Czech Republic	Mr. Zdeněk Borkovec	Policy Director, Ministry of Defence of the Czech Republic
Denmark	Ms. Birgitte Juul	Head of Department for Security Cooperation and International Law
Estonia	Mr. Lauri Lindström	Permanent Undersecretary for Defence Policy, Ministry of Defence of the Republic of Estonia
Finland	H. E. Ambassador Kari Kahiluoto	Permanent Representative of Finland to the Conference on Disarmament
France	H. E. Ambassador François Rivasseau	Permanent Representative of France to the Conference on Disarmament
Geneva (Canton)	Mr. Jean Freymond	Director, Centre for Applied Studies in International Negotiations (CASIN)

Georgia	Mr. Irakli Khutsurauli	Head, Chief of Consular-Legal Division, Ministry of Foreign Affairs of Georgia
Germany	Brigadier General Karl Schreiner	Head, Staff Division I, Armed Forces Staff, Ministry of Defence of the Federal Republic of Germany
Greece	H. E. Ambassador Alexandros Philon	Head of Centre for Analysis and Planning, Ministry of Foreign Affairs of the Hellenic Republic
Hungary	Mr. József Bali	Deputy State Secretary for Defence Policy, Ministry of Defence of the Republic of Hungary
Ireland	H. E. Ambassador Mary Whelan	Permanent Representative of Ireland to the United Nations Office at Geneva
Italy	H. E. Ambassador Carlo Trezza	Permanent Representative of Italy to the Conference on Disarmament
Latvia	Mr. Janis Karlsbergs	Deputy State Secretary, Ministry of Defence of the Republic of Latvia
Lithuania	Dr. Renatas Norkus	Under-Secretary of National Defence of the Republic of Lithuania
Luxembourg	H. E. Ambassador Paul Faber	Ambassador of the Grand Duchy of Luxembourg to Switzerland
Macedonia⁹	H. E. Ambassador Tihomir Ilievski	Ambassador of the Republic of Macedonia to Romania
Moldova	H. E. Ambassador Dumitru Croitor	Former Permanent Representative of the Republic of Moldova to the United Nations Office and its Special Agencies at Geneva
Netherlands	H. E. Ambassador Johannes Landman	Permanent Representative of the Netherlands to the Conference on Disarmament
Nigeria	H. E. Ambassador Joseph Ayalogu	Ambassador of the Federal Republic of Nigeria to Switzerland and Permanent Representative to the United Nations Office and other International Organisations at Geneva
Norway	H. E. Ambassador Wegger Chr. Strømmen	Permanent Representative of Norway to the United Nations Office and other International Organisations in Geneva
Poland	Dr. Robert Kupiecki	Director, Security Policy Department, Ministry of Foreign Affairs of the Republic of Poland
Portugal	H. E. Ambassador José Caetano da Costa Pereira	Permanent Representative of Portugal to the United Nations Office and other International Organisations at Geneva
Romania	H. E. Ambassador Doru Costea	Permanent Representative of Romania to the United Nations Office and International Organisations at Geneva
Russian Federation	Lieutenant General Gennady Zolotukhin	Chief of Legal Department, Ministry of Defence of the Russian Federation, Chief of Legal Service of the Armed Forces of the Russian Federation

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

Serbia and Montenegro	H. E. Ambassador Predrag Simic	Ambassador of Serbia and Montenegro to France
Slovak Republic	Mr. Drahoslav Stefanek	Chargé d'affaires a.i., Permanent Mission of the Slovak Republic to the United Nations Office and other International Organisations at Geneva
Slovenia	Mag. Zvonko Zinrajh	State Secretary, Ministry of the Interior of the Republic of Slovenia
South Africa	Mr. Tsepe Motumi	Chief of Policy and Planning, Deputy Director-General, Department of Defence of the Republic of South Africa
Spain	Major General Benito F. Raggio Cachinero	Director-General, General Directorate for Defence Policy, Spanish Ministry of Defence
Sweden	H. E. Ambassador Elisabet Borsiin Bonnier	Permanent Representative of Sweden to the United Nations Office and other International Organisations in Geneva
Switzerland	H. E. Ambassador Edouard Brunner	President of DCAF's Foundation Council
Switzerland	H. E. Ambassador Jürg Streuli	Permanent Representative of the Swiss Confederation to the Conference on Disarmament
Switzerland	Dr. Markus Seiler	Secretary-General, Swiss Federal Department of Defence, Civil Protection and Sports
Turkey	H. E. Ambassador Tomur Bayer	Director-General of International Security Affairs, Ministry of Foreign Affairs of the Republic of Turkey
Ukraine	H. E. Ambassador Yevhen Bersheda	Permanent Representative of Ukraine to the United Nations Office and other International Organisations at Geneva
United Kingdom	Mr. Graham Thompson	Security Sector Reform Adviser, Conflict and Humanitarian Affairs Department, UK Department for International Development
USA	Colonel Rick Magnan	Air Attaché, Defense Attaché Office, Embassy of the United States of America, Bern

Honorary President

Switzerland	Hon. Adolf Ogi	Special Adviser to the United Nations Secretary-General on Sport for Development and Peace; former President of the Swiss Confederation
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ANNEX 2

Bureau

President	H. E. Ambassador Edouard Brunner	President of DCAF's Foundation Council
Treasurer	H. E. Ambassador Jürg Streuli	Permanent Representative of the Swiss Confederation to the Conference on Disarmament
Secretary	Dr. Markus Seiler	Secretary-General, Swiss Federal Department of Defence, Civil Protection and Sports
Member	Mr. Graham Thompson	Security Sector Reform Adviser, Conflict and Humanitarian Affairs Department, UK Department for International Development
Member	H. E. Ambassador Yevhen Bersheda	Permanent Representative of Ukraine to the United Nations Office and other International Organisations at Geneva

ANNEX 3

International Advisory Board

as of 27 January 2006

Mr. Pierre Aeppli	Lecturer, University of Lausanne; Former Chairman of the Conference of Swiss Cantonal Police Commanders; former Chief of Cantonal Police, canton Vaud, Switzerland
Dr. Alexey Arbatov	Corresponding Member of the Academy of Sciences of the Russian Federation; Director, Center for International Security, Institute for World Economy and International Relations; Former Deputy Chairman of the Committee on Defence, State Duma of the Federal Assembly of the Russian Federation; Moscow, Russia
Professor Dr. Bernardo Arévalo de León	Regional Director for Latin America, WSP International; Associate Professor, Latin American Faculty of Social Sciences, Guatemala; former Deputy Minister of Foreign Affairs of the Republic of Guatemala, Director of the Joint Programme Unit for Participatory Strategies in Peacebuilding (UNDP/WSP)
Ms. Alyson J. K. Bailes	Director, Stockholm International Peace Research Institute (SIPRI), Solna, Sweden
Ms. Nicole Ball	Senior Fellow, Center for International Policy, Washington DC, USA
Ambassador Sergey Batsanov	Director, Geneva Office, Pugwash Conferences on Science and World Affairs, Geneva, Switzerland
Mr. Carl Bildt	Former UN Secretary-General's Special Envoy for the Balkans (1999-2001); former Prime Minister of Sweden (1991-1994)
Mr. Vlado Bučkovski	Prime Minister of the Republic of Macedonia
Ambassador Erhard Busek	Special Co-ordinator of the Stability Pact for South Eastern Europe, Brussels
Dr. Christian Catrina	Deputy Head, Directorate for Security and Defence Policy, Federal Department of Defence, Civil Protection and Sports, Bern, Switzerland
Dr. Umit Cizre	Professor, Department of Political Science, Bilkent University, Ankara, Turkey
Professor Dr. Michael Clarke	Executive Director, Centre for Defence Studies, King's College, London
Dr. Anthony H. Cordesman	Arleigh A. Burke Chair in Strategy, Center for Strategic and International Studies (CSIS), Washington DC, USA
Mr. Peter J. Croll	Director, Bonn International Center for Conversion (BICC), Bonn, Germany
Mr. Erwin Dahinden	Head, Multilateral Treaties and Armed Forces International Relations, Federal Department of Defence, Civil Protection and Sports, Bern, Switzerland
Ambassador Dr. Jean-Jacques de Dardel	Head of the Political Affairs Division I (Europe, Council of Europe, OSCE), Federal Department of Foreign Affairs, Bern, Switzerland
Ambassador Jayantha Dhanapala	Senior Adviser to the President of the Democratic Socialist Republic of Sri Lanka; Former Under-Secretary General for Disarmament Affairs, Department for Disarmament Affairs, United Nations
Sir Chris Donnelly	Senior Fellow, Defence Academy of the United Kingdom, Shrivenham, Swindon, UK; former Special Adviser for Central and Eastern European Affairs, Office of the Secretary-General, NATO Headquarters, Brussels

Dr. Willem F. van Eekelen	Chairman, European Movement in the Netherlands. Former Minister of Defence of the Netherlands, former Secretary General of the Western European Union
Professor Jonah I. Elaigwu	President, Institute of Governance and Social Research (IGSR), Jos, Nigeria
Dr. Michael Emerson	Senior Research Fellow, Centre for European Policy Studies (CEPS), Brussels, Belgium
Mr. Pieter Feith	Deputy Director-General for Political and Military Affairs, Council of the European Union, Brussels
Dr. Hans-Peter Furrer	Former Director General of Political Affairs of the Council of Europe
Ms. Nicole Gnesotto	Director, The European Union Institute for Security Studies (EUISS), Paris, France
Dr. Owen Greene	Research Director, Department of Peace Studies, University of Bradford, UK
Professor Dr. Miroslav Hadžić	President of the Managing Board, Centre for Civil-Military Relations, Belgrade; Faculty of Political Science, University of Belgrade, Serbia and Montenegro
Professor Dr. Karl Haltiner	Professor of Military Sociology, Military Academy at the Swiss Federal Institute of Technology (ETH), Au-Zurich, Switzerland
Dr. Aleya Hammad	Secretary General, Women Defending Peace, Geneva, Switzerland
Professor François Heisbourg	Special Advisor, Foundation for Strategic Research, Paris, France; Chairman, Geneva Centre for Security Policy (GCSP), Geneva, Switzerland; Chairman, International Institute for Strategic Studies (IISS), London, UK
Professor Eboe Hutchful	Executive Director, African Security Dialogue and Research (ASDR), Accra, Ghana
Dr. Pauli Järvenpää	Director-General, Department of Defence Policy, Finnish Ministry of Defence, Helsinki, Finland
Professor Dr. Ljubica Jelusic	Faculty of Social Sciences, University of Ljubljana, Slovenia
Mr. Søren Jessen-Petersen	Special Representative of the UN Secretary General and Head of the United Nations Interim Administration Mission in Kosovo (UNMIK)
Dr. Hansrudolf Kamer	Deputy Editor-In-Chief, Neue Zürcher Zeitung, Zurich, Switzerland
Dr. Mukesh Kapila	Director – Emergency Response and Operations, Department for Health Action in Crises, World Health Organisation, Geneva
Dr. Andrzej Karkoszka	Director, Strategic Defence Review, Ministry of National Defence of the Republic of Poland
Mr. George Katsirdakis	Deputy Director, Defence Partnership & Co-Operation Directorate, Defence Planning & Operations Division, NATO Headquarters, Brussels
Dr. Catherine M. Kelleher	Professor, Strategic Research Department, U.S. Naval War College, Newport, Rhode Island, USA
Mr. Girts Valdis Kristovskis , MEP	Vice Chairman of Security and Defence Committee of the European Parliament; Former Minister of Defence of the Republic of Latvia
Ms. Sonja Licht	President, Belgrade Fund for Political Excellence; member of the Network of Political Schools of South Eastern Europe, Belgrade, Serbia and Montenegro
Mr. Simon Lunn	Secretary-General, NATO Parliamentary Assembly, Brussels

Ambassador John J. Maresca	President, Business-Humanitarian Forum, Geneva, Switzerland
Ms. Julia Marton-Lefèvre	Rector, University for Peace, San José, Costa Rica
Maj. Gen. Peter Nagel	Head, Staff Division III, Armed Forces Staff, Ministry of Defence of the Federal Republic of Germany
Gen. (Ret.) Klaus Naumann	Former Bundeswehr's Generalinspekteur; former Chairman of the NATO Military Committee
Dr. Salim Nasr	Senior Advisor, UNDP Programme on Governance in the Arab Region (POGAR), Beirut, Lebanon
Professor Boubacar N'Diaye	Political Science Department, the College of Wooster, Wooster, USA
Maj. Gen. (Ret.) Karlis Neretnieks	Researcher and former Rector, Swedish National Defence College; former Advisor on Security Sector Reform, Swedish Ministry of Defence, Stockholm, Sweden
Professor Dr. Michael Noone	Professor of Law, Catholic University of America, Washington DC, USA
Ambassador Jaromír Novotný	Ministry of Foreign Affairs of the Czech Republic
Dr. 'Funmi Olonisakin	Director, Conflict, Security and Development Group, International Policy Institute, King's College, London, UK
Mr. Sergei Ordzhonikidze	Under-Secretary-General, Director-General, United Nations Office at Geneva
Professor Dr. Ioan Mircea Paşcu	Member of Romanian Parliament, former Minister of National Defence of Romania
Ambassador Wolfgang Petritsch	Permanent Representative of the Republic of Austria to the United Nations Office and Other International Organisations at Geneva
Mr. Žarko Puhovski	Professor, University of Zagreb; Scientific Director, European Peace University, Stadtschlaining, Austria; Chairperson, Helsinki Committee For Human Rights – Croatia (CHC), Zagreb, Croatia
Prof. DDr. Erich Reiter	Director-General, Commissioner for Strategic Affairs, Ministry of Defence of the Republic of Austria, Vienna
Ms. Elisabeth Reusse-Decrey	Executive President, Geneva Call, Switzerland
Dr. Tomas Ries	Director, Institute for International Affairs, Stockholm, Sweden
Dr. Sergey Rogov	Director, Institute of USA and Canada, Russian Academy of Sciences, Moscow, Russia
Dr. Adam Daniel Rotfeld	Former Minister of Foreign Affairs of the Republic of Poland; former Director, Stockholm International Peace Research Institute (SIPRI)
Mr. Abdulaziz Sager	Chairman, Gulf Research Center, Dubai, UAE
Ambassador Stefano Sannino	Representative to the Political and Security Committee, External Relations Directorate General, European Commission, Brussels
Dr. Velizar M. Shalamanov	Chairman, George C. Marshall Association – Bulgaria; former Deputy Minister of Defence of the Republic of Bulgaria
Rt. Hon. Clare Short , MP	Member of Parliament, United Kingdom. Former Secretary of State for International Development
Dr. Jeffrey Simon	Senior Fellow, Institute for National Strategic Studies, National Defence University, Washington DC, USA

Mr. Walter B. Slocombe	Partner, Caplin Drysdale, Chartered, Washington DC, USA; 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, US Department of Defense
Professor Alfred van Staden	Chairman, Netherlands' Society for International Affairs; Professor of International Relations, Leiden University, the Netherlands
Ambassador Gérard Stoudmann	Director, Geneva Centre for Security Policy (GCSP), Geneva, Switzerland
Dr. James A. Thomson	President and Chief Executive Officer, RAND, Santa Monica, USA
Mr. Pieter Verbeek	Director – Working Table III, Security, Defence, Justice and Home Affairs, Stability Pact for South Eastern Europe, Brussels
Dr. Nancy J. Walker	President, AfricaNet, Washington DC, USA. Former Director, Africa Center for Strategic Studies (ACSS), National Defence University, Washington DC, USA
Mr. Jusuf Wanandi	Member of the Board of Directors, Senior Fellow, Centre for Strategic and International Studies (CSIS), Jakarta, Indonesia
Dr. Daniel Warner	Deputy to the Director, Graduate Institute of International Studies, Geneva, Switzerland
Mr. W. Bruce Weinrod	Managing Director & General Counsel, International Technology and Trade Associates, Inc. (ITTA), Washington DC, USA; former US Deputy Assistant Secretary of Defense for European and NATO Policy
Professor Dr. Andreas Wenger	Director, Centre for Security Studies and Conflict Research, Swiss Federal Institute of Technology (ETH), Zurich, Switzerland
Dr. Andrei Zagorski	Associate Professor, Moscow State Institute for International Relations (MGIMO), Russia
Ambassador Lamberto Zannier	Director, Conflict Prevention Centre, OSCE, Vienna

ANNEX 4

Strategy Paper 2005 - 2008¹⁰

1. Institutional Framework and Objectives of the Strategy Paper

The "Foundation Geneva Centre for the Democratic Control of Armed Forces" is an international foundation organised in accordance with Swiss law. It operates the "Geneva Centre for the Democratic Control of Armed Forces" (DCAF).

The "Strategy Paper 2005-2008" builds on the results achieved in the start-up period which was guided by the "Strategy Paper 2001-2004" and defines the mission, strategic objectives and financial targets of DCAF until the end of 2008.

2. The Challenge

The reform and good governance of the security sector are a precondition for peace, stability, the rule of law, democracy, sustainable development, and human security.

The civilian and parliamentary, and hence democratic, oversight over all components of the security sector (armed forces, paramilitary forces, police, border guards, intelligence agencies, state security structures and other internal security forces) presents a key challenge for many countries in transition towards democracy. As a dangerous legacy of totalitarianism, dictatorship and – all too often – conflict and civil strife, unreformed (and often fragmented) security structures pose the risk of remaining a "state within a state" - if not a set of dangerously rivalling "states within a state" with badly defined and often conflicting competences. They form a major impediment on the road towards democracy and the rule of law, consume a disproportionate share of scarce resources, may foster corruption, and thus become an obstacle to proper socio-economic development.

Similarly, the erosion or outright loss of the state monopoly of legitimate force represents, in many parts of the world, one of the key threats to peace, democracy and prosperity. This is particularly true in post-conflict situations where restoring the state monopoly of legitimate force and the establishment of corresponding transparent oversight mechanisms based on democratic principles remains one of the most crucial steps in the efforts towards reconstruction, reconciliation, and economic recovery.

Good governance of the security sector, and the corresponding need for security sector reform, have been recognised by international development donors as an instrument to improve the efficiency and effectiveness of conflict prevention and development assistance. Where armed gangs and warlords use child soldiers, and engage in the illicit trafficking of human beings, drugs, arms, blood diamonds and other commodities, human rights and sustained development have no chance.

Finally, both the evolving new threats of the post 9/11 world and organised international crime require a response that integrates all components of the security sector. The fight against these new strategic threats must be accompanied by an important counterbalancing element: the commensurate strengthening of civilian and parliamentary oversight mechanisms over the security sector. This is true particularly with respect to the mushrooming phenomenon of the use of private military and security companies.

Different regional and national contexts, including transitional, developing and post-conflict settings, provide very different environments for security sector reform. It is therefore essential that interventions in this field reflect the particularities of these different settings.

¹⁰ Adopted at the 9th plenary meeting of DCAF's International Foundation Council on 9 December 2004.

3. The Mission

DCAF has the mission to assist the efforts of the affected countries and of the international community towards good governance and the reform of the security sector on the basis of the principles of democratic control by:

- (1) Supporting the international community in the development and promotion of relevant norms, standards, rules and procedures at both the international and national level;
- (2) systematically collecting, analysing, documenting, networking, debating, and publishing policy relevant knowledge and expertise (the "lessons learned") and good practices in security sector reform and governance;
- (3) offering, at the operational level, tailor-made assistance programmes on the ground in order to put the knowledge thus accumulated at the disposal of all those who need it – be it governments, security sector structures, parliaments or civil society actors.

4. Basic Parameters

DCAF's strategy 2005-2008 can build on the solid success of the start-up period. The targets the Centre has set itself for the first four years of its existence have been achieved. Any definition of DCAF's strategy for the next four years must start with an analysis of some basic parameters relevant for the Centre and of the resulting implications for its future work:

- (1) Security sector reform and governance have been put firmly on the international agenda. This will not change. To the contrary, these concepts will further gain in importance with an increasing recognition of their relevance for conflict prevention, democratisation, development, post conflict reconstruction, peace support operations and military transformation is visibly growing. The United Nations, the European Union and many other international and regional actors, are, therefore, assessing how to better integrate security sector reform and governance into their strategies and work;
 - There will be, in the years to come, a growing international demand and market for the services offered by DCAF;
- (2) While there is an increasing number of institutions working on select aspects of security sector reform and governance, DCAF remains unique as the only institution focusing its work on the entire spectrum of these issues. The Centre's ability to combine high quality and policy relevant research work with a strong operational capability further enhances its international standing;
 - DCAF has matured during the last four years into the leading institution in its field;
- (3) Both the United Nations and, in particular, the European Union are bound to significantly strengthen their interest – and consequently their capabilities and activities – in the field of security sector reform and governance. They will soon be the most important players in this field;
 - DCAF must therefore establish in the period 2005-2008 close and mutually reinforcing relations with both of these institutions;
- (4) DCAF has seen impressive growth during its build-up period – evolving from a team of 6 to a staff of some 60 and a budget of some SFr. 2 million to one of over SFr. 14 million. The growth rate will inevitably be slower in the period 2005-2008;
 - DCAF is called upon to master the transition from a phase of rapid build-up to a phase of sustained growth.

5. Strategic Objectives and Resulting Operational Implications

- (1) The Centre wants in 2005-2008 to consolidate and to further strengthen its international market position. The key to success will be the ability to offer impartial, relevant, high quality and tailor-made services in its three key areas of work: research, policy advice, and operations;
 - For the Centre, quality will have clear priority over quantity;
 - The Centre's project management capability, quality control and review system will be continuously further strengthened;
- (2) The Centre will systematically develop its in-house expertise into a finely tuned and well balanced set of capabilities covering all its core areas of interest. At the same time, DCAF will not stray into fields outside its core interests;
 - The build-up of capabilities needed to round out the Centre's expertise has high priority;
 - Projects that do not fall into the Centre's core areas of interest will not be pursued;
 - The Centre will establish regular contacts with the key actors in neighbouring areas of interest – thereby also strategically preparing the ground to become, if need be, part of an international team of institutions called upon by the United Nations, the European Union, other regional organisations and initiatives to provide interdisciplinary answers to a contingency or crisis;
- (3) The Centre will push the on-going transition from individual projects to integrated programmes that interlink its research and operational capabilities and offer comprehensive answers to partner needs;
 - DCAF will profit from its core advantages of being able to offer comprehensive, interlinked expertise covering the entire field of security sector reform and governance, to bring to partners not a national view (as bilateral assistance programmes inevitably do) but the best practices and lessons learned from the entire international community, working not only at the national but also at the regional and international levels;
 - The Centre will simplify and further streamline its organisational structure and deepen the cooperation between its divisions;
 - The Centre will continue its policy to seek in the geographic regions it works in a combination of national, regional and international mandates;
 - The international partnership base and network will be further developed. There is the need to better differentiate between genuine partners and mere subcontractors. Priority must be given to partnerships in which both parties are able and willing to join forces (including financial resources) for specific projects;
- (4) The Centre will continue its policy of offering long-term assistance to partners. It will thus sustain its strong commitments to South Eastern Europe, the NIS and other established partners. Sustainability is a precondition for international trust;
 - New commitments will be entered into prudently and only to the extent that the Centre's finances and abilities permit;
 - Foundation Council membership is likely grow more moderately in the years to come than in the build-up period. Membership should follow activities;
- (5) An extension not only of the substantive, but also of the geographical scope of the Centre's activities remains nevertheless indispensable. DCAF cannot permit to be locked into the role of an essentially

regional organisation – particularly not at a time when the international community is increasingly recognising the global relevance of security sector reform and governance;

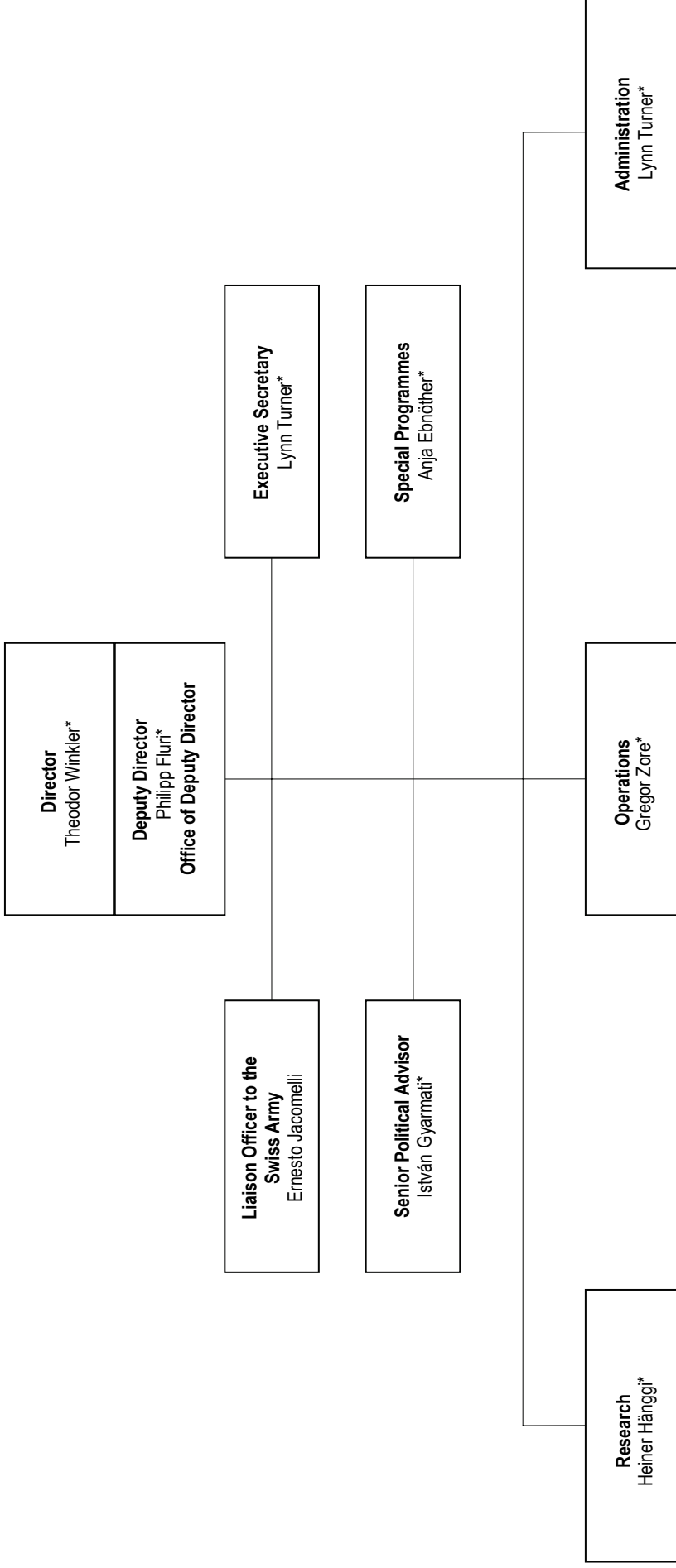
- New geographic commitments will require additional funding – but are also likely to generate such support;
 - Operational manpower and financial reserves both at the divisional and central level will be maintained to avoid overstretch through either geographic or substantial growth, respectively new mandates and missions;
 - Every move into a new geographical area needs to be carefully prepared. This includes the need for a long-term, gradual approach which emphasises local ownership, capacity-building as well as the identification of, and engagement with, key actors on the ground. An essential enabling activity is to map out those initiatives that are already underway, identify potential synergies and avoid duplication;
 - Such an extension of the geographical scope of the Centre's activities has been successfully initiated in West Africa. Other new regional programmes may follow – with the Middle East and North Africa the most likely candidates;
- (6) The Centre will in the period 2005-2008 continue the transition to a genuine international institution. This must include the ability to not only offering sterling services in its area of expertise, but also to contribute to the international debate on the shaping and setting of the agenda in its field;
- Relations with member states have to be further strengthened, formalised and deepened. This includes regular consultations and the increased use of the proven tool of seconded personnel;
 - Regional Foundation Council meetings will be continued and further developed as a tool to bring DCAF to its members and partners;
 - The Centre will make even better use of the superb network offered by its International Advisory Board both as an expert pool and as an advocacy and fund-raising tool;
 - It will be of particular importance to establish close relations with the United Nations and its specialised agencies, as well as with the European Union. In the latter context, it will be necessary to carefully explore the options for – and later create – both a legal and physical presence in Brussels;
- (7) The Centre's finances have today a solid basis in the generous financial contributions of Switzerland. Experience shows however that a dependence on a single donor contains inevitably also risks. Switzerland cannot, moreover, be expected to provide the additional funding needed to permit the continued growth necessary in a quickly evolving market for consolidating and further strengthening the Centre's current position;
- The Centre aims in 2005-2008 for sustained financial growth of 5-7 % per annum – leading to a budget target for 2008 of some SFr. 18 million;
 - DCAF will therefore broaden and diversify its financial base.

6. Procedure for the Revision of the Strategy Paper

The Council of the Foundation can at any time, at the request of the Bureau of the Council, any of its members or the Director of the Centre, review, modify or amend the "Strategy Paper 2005-2008" with a simple majority. A review of the "Strategy Paper 2005-2008" is mandatory at the end of the four year period, i.e. no later than at the Council meeting scheduled for spring 2009.

ANNEX 5

The Centre



* Member of the Directing Board

ANNEX 6

Draft DCAF Programmes & Projects

DCAF's Strategy Paper (2005-2008) calls for DCAF to further enhance "the ongoing transition from individual projects to integrated programmes that interlink its research and operational capacities and offer comprehensive answers to partner needs". This goal was echoed by an external evaluation of DCAF conducted in 2004. Consequently, over the past twelve months, the DCAF Directing Board has developed a new tool - the integrated planning cycle (IPC) - aimed at integrating DCAF's research and operational activities. The IPC process, consolidated during three preparatory meetings of the DCAF Directing Board on 17, 24 and 31 January 2005, will complement DCAF's existing annual planning and quality control procedures, allowing more effective prioritization and resource allocation among and between DCAF Divisions. The IPC has enabled DCAF to identify eight thematic programme areas which define the range of security sector reform issues currently addressed by the Centre:

- Government Advisory Programme;
- Parliamentary Assistance Programme;
- Civil Society Empowerment Programme;
- Defence Reform Programme;
- Police Reform Programme;
- Border Security Programme;
- Intelligence Reform Programme;
- Global Security Governance Programme.

Moreover, DCAF also has one 'special' programme beyond these eight thematic areas which is accorded particular priority by the Centre:

- Women and Children in an Insecure World.

DCAF conceptualises its work as a matrix in which nearly all activities under its substantive Programmes can be attributed to one of four geographical regions. These activities can then be further sub-divided to the national level. DCAF's priority regions are:

- South Eastern Europe (SEE);
- Newly Independent States (NIS);
- West Africa;
- Middle East and North Africa (MENA).

With the setting up period now completed, the IPC will serve as the main management tool for integrating and prioritising the work of DCAF's Divisions. Two-monthly IPC meetings attended by the DCAF Directing Board and other staff as required will focus on integrating the work of the various Divisions and cementing the shift from a project-based to a programmatic approach to DCAF's work.

ANNEX 7

BUDGET 2006¹¹

(in Swiss Francs)

INCOME

DCAF

DDPS core funding	6'580'000
DFA core funding	4'000'000
Sweden core funding	1'000'000

DDPS PfP related funding	290'000
DDPS project related funding	300'000
DFA project related funding	100'000
Third Party project related funding	800'000

Other Income	60'000
Reserves / Foundation Capital	94'830
Transitory accounts 2005	900'000

TOTAL INCOME DCAF	14'124'830	14'124'830
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Services Rendered for Switzerland

Office of President Ogi	236'220
Other	100'000

Total Services Rendered	336'220	336'220
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Grand Total		14'461'050
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¹¹ Adopted at the 11th plenary meeting of DCAF's International Foundation Council on 1 December 2005.

EXPENDITURES

DCAF

Council of the Foundation	140'000	
International Advisory Board	180'000	
Salaries Staff	5'900'000	
Social Charges (Employers Part)	1'050'000	
Other Staff expenditures (Hiring, Relocation, Training, Schooling, Indemnities, Professional Affiliations etc.)	180'000	
Rents, Maintenance, purchase of assets (IT, furniture)	1'600'000	
Bank and Post Cheque	10'000	
Administration	300'000	
Financial Charges	15'000	
DCAF General Activities	500'000	
Office of the Deputy Director	40'000	
Think Tank	900'000	
Operations	2'300'000	
Special Programmes	300'000	
Brussels Office	200'000	
Partnership for Peace related expenses	300'000	
Capital of the Foundation	50'000	
Transitories	130'000	
TOTAL EXPENDITURES DCAF	14'095'000	14'095'000
Services Rendered for Switzerland		
Office of President Ogi	236'220	
Other	100'000	
Total Services Rendered for Switzerland	336'220	336'220
Grand Total		14'431'220
RESERVE 2006		29'830

Overall Contributions to DCAF in 2006 (Estimate)

1. Contributions by the Swiss Government

1.1. Cash Contributions

DDPS Core Funding	6'580'000	
DDPS PfP	290'000	
DDPS Projects	300'000	
DFA Core Funding	4'000'000	
DFA Projects	100'000	11'270'000

1.2. In Kind Contributions DDPS

Secondments	200'000	
Villa Rive-Belle	20'000	
ISN Support	20'000	
Vehicles	2'000	
Service Centre Support	100'000	342'000

2. Contributions by Other Members and Third Parties

2.1. Cash Contributions

Swedish Core Funding	1'000'000	
Project related grants and contributions	800'000	1'800'000

2.2. In Kind Contributions

Seconded Personnel	500'000	
Joint Project Contributions	450'000	
Local in kind support	650'000	1'600'000

3. Other Revenue

Transitory Accounts	900'000	
Foundation Capital	50'000	
Interests, fees, royalties, insurance, sales	60'000	
Reserves	44'830	1'054'830

Total DCAF **16'066'830**

4. Services Rendered to Switzerland

DFA: Office of President Adolf Ogi	236'220	
Other	100'000	336'220

Grand-Total: **16'403'050**

ANNEX 8

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Herbert Wulf, 2006
- № 9 The Challenges and Opportunities of Security Sector Reform in Post-Conflict Liberia
Adedeji Ebo, 2005
- № 8 War is No Child's Play: Child Soldiers from Battlefield to Playground
Lilian Peters, 2005
- № 7 Restoring Policing Systems in Conflict-Torn Nations: Process, Problems, Prospects
Otwın Marenin, 2005
- № 6 Privatising Security: Law, Practice and Governance of Private Military and Security Companies
Fred Schreier and Marina Caparini, 2005
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Wim F. van Eekelen, 2005
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Michael Brzoska, 2003
- № 3 Intelligence Practice and Democratic Oversight: a Practitioner's View
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Walter Slocombe, 2006
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Alan Bryden, Timothy Donais and Heiner Hänggi, 2005
- № 10 The OSCE Between Crisis and Reform: Towards a New Lease on Life
Victor-Yves Ghebali, 2005
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- № 8 Security Sector Governance in West Africa: Turning Principles to Practice
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¹³ Electronic versions of DCAF Occasional and Policy papers are available at www.dcaf.ch/publications

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DCAF Backgrounders¹⁴

- Child Soldiers
- Contemporary Challenges for the Intelligence Community
- Defence Budgeting
- Intelligence Oversight
- Military Ombudsmen
- Multiethnic Armed Forces
- National Security Policy
- Parliamentary Committees on Defence and Security
- Parliamentary Oversight of Intelligence Services
- Private Military Companies
- Sending Troops Abroad
- States of Emergency

¹⁴ Electronic versions of DCAF Backgrounders are available at www.dcaf.ch/publications/backgrounder.cfm



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

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Geneva Centre for the Democratic Control of Armed Forces (DCAF):
rue de Chantepoulet 11, PO Box 1360, CH-1211 Geneva 1, Switzerland
Tel: + 41 22 741 77 00; fax: + 41 22 741 77 05; e-mail: info@dcaf.ch