



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

DIRECTOR'S REPORT

2004

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DIRECTOR'S REPORT

2004

I. DCAF IN 2004: CHARTING A COURSE FOR THE FUTURE

DCAF successfully completed in 2004 its initial build-up period. The year was, therefore, at the strategic level marked by a comprehensive stock taking and the careful charting of a course for the Centre for the next four-year planning period. The main elements in this strategic review were on the one hand a careful assessment of what had been achieved, on the other hand the development and adoption of a new "Strategy Paper" for the period 2005-2008. As a result, the Centre's management and internal structures were further strengthened, while at the operational level the transition from individual projects towards fully integrated programmes was accelerated.

1. Strategic Review

The Centre's Directing Board reviewed during the year systematically the work, structure, and operational approach of the Centre. The results were submitted to, and extensively discussed by, both the International Advisory Board and the Foundation Council. DCAF was assisted in this task through a financial audit, conducted by the Swiss government, as well as an outside evaluation of its work and management structures.

The evaluators' overall assessment was very positive: "Over the past four years, DCAF has placed itself as an important player in security sector reform projects and thinking on the international map. In so doing, DCAF has combined policy research, policy advice, and operational projects and has made this its trade mark. In some areas DCAF has established itself as an institution where little, if any, expertise is available outside the centre." (...) "DCAF's work is highly relevant for the customers, cooperation partners, and the Swiss government." (...) "It is the only organisation which works exclusively on security sector reform. It can be expected that the security sector issue will remain on the international agenda and will probably receive more attention, given the fact that there is need for such reforms in many countries. (...) "With its strategy of networking with other institutions and through publishing widely DCAF has been recognized internationally by all relevant players. Today DCAF is a highly visible institution." At the same time, the financial audit was passed by DCAF with flying colours, while the evaluators concluded on this subject: "Our overall impression of general management – i.e. especially financial management and human resources management – is very positive." This assessment was echoed by those of the International Advisory Board and the Foundation Council.

On this solid base of achievement, DCAF developed - in a protracted and systematic process that profited from the valuable input of the evaluating team and that involved the staff and Directing Board of the Centre, the International Advisory Board, as well as the Foundation Council - the new "Strategy Paper 2005-2008" that was discussed and unanimously adopted by the Foundation Council on 9 December 2004.

The new "Strategy Paper" (See **Annex 4**) refines the mission of the Centre:

- (1) To support the international community in the development and promotion of relevant norms, rules and procedures in security sector reform and governance – at both the international and national level;
- (2) to systematically collect, analyse, document, network, debate, and publish relevant knowledge and expertise (the "lessons learned" and good practices in security sector reform and governance);
- (3) to offer, 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.

The "Strategy Paper" then identifies four basic parameters that will mark the Centre's second four years of existence:

- (1) Security sector reform and good governance, DCAF's core business, have been put firmly on the international agenda and will further gain in importance.
- (2) DCAF has matured during the build-up period to the leading institution in the field and will remain so.
- (3) Both the United Nations and the European Union (but also some regional organisations) will significantly strengthen their interest (and hence their capabilities and activities) in this field.
- (4) DCAF will have to master the transition from the phase of very rapid build-up to a phase of sustained growth.

The "Strategy Paper" deduces from this analysis seven strategic objectives for the period 2005-2008:

- (1) To further strengthen and consolidate DCAF's international market position – the key to success being to give quality the priority over quantity in its work and to further strengthen for this purpose the Centre's quality control mechanisms;
- (2) to round out the Centre's in-house expertise into a finely tuned and well balanced set of capabilities while carefully avoiding overstretch and, in particular, the straying into fields outside its core competence;
- (3) to push the transition from individual projects to integrated programmes that combine the Centre's research and operational capabilities and offer comprehensive answers to partner needs;
- (4) to sustain its policy of offering long-term assistance to partners;
- (5) to seek however to broaden both the substantial and geographic scope of the Centre's activities to the extent the Centre's finances and capabilities permit – thus avoiding to be locked into the position of becoming essentially a regional organisation;
- (6) to continue the transition into a genuine international institution, by further strengthening the ties with member countries and, in particular the United Nations and the European Union (for which purpose a Brussels office will be created);
- (7) to further strengthen, broaden and diversify the Centre's financial base by setting a 5-7 % annual growth as the financial target – leading by 2008 to an institution with an annual turnover of some SFr. 18 million.

2. Enhancing Operational Efficiency

As a result of the strategic review process, substantial change was prepared both in the internal structures and operational approach of the Centre. It was introduced in several stages and took final effect on 1 January, 2005:

- DCAF's Directing Board was both strengthened (through the reduction of the number of divisions in the Centre from 5 to 3) and broadened (through the appointment of Deputy Heads for each Division). The management structures and procedures were streamlined. The "Outreach" and "International Projects" divisions were merged into a new "Operations Division".
- The road for the transition from projects to integrated programmes was paved through the definition of 8 main (and one special programme) areas that will henceforth form the Centre's core activities:
 - (1) Global Security Governance Programme
 - (2) Parliamentary Assistance Programme

- (3) Government Advisory Programme
- (4) Defence Reform Programme
- (5) Border Security Programme
- (6) Intelligence Reform Programme
- (7) Police Reform Programme
- (8) Civil Society Empowerment Programme

Special programme: Women and Children in an Insecure World

- The Centre's geographic priorities were clarified through the parallel creation of four regional programme areas:
 - South Eastern Europe
 - Newly Independent States
 - West Africa
 - Middle East and North Africa
- The substantial and geographic programmes form together a matrix system, in which (with very few exceptions) each *activity* is part of a *project*, and each project is part both of a substantive and a geographic *programme*. Individual activities are, in this new system, a divisional responsibility, projects can be either divisional or inter-divisional, while all programmes are inter-divisional. The new system thus assures that the cooperation between research and operations will be as close as ever possible.
- The whole approach is, at the management level, supported by a new tool, the so-called *Integrated Planning Cycle*. It permits (together with the full introduction of analytical bookkeeping that was realized in 2004 and the parallel creation of managerial, operational and financial reserves at both the central and divisional level), on the one hand to continuously review every activity, project and programme, on the other hand to create a quick reaction capability permitting the Centre to respond swiftly to international developments and new tasks.
- Finally, the quality control mechanisms of the Centre have been significantly strengthened.

3. Broadening the Centre's Base

2004 brought significant progress in the transition of the Centre towards a genuine international institution.

The number of national, regional and international mandates entrusted to the Centre kept growing – most notably in South Eastern Europe, but also in the Caucasus, Eastern Europe, and West Africa. New partnerships could be concluded, complementing, and adding to, the Centre's expertise. The strategic partnership with the OSCE, an MoU with the ECOWAS Parliament, new joint ventures with SIPRI and ICMPD and the Organisation internationale de la francophonie are but some examples among many. Perhaps even more significantly, the Centre was asked by several of its member states to advise them on the role security sector reform and governance could play in the future within their foreign and security policy. A similar dialogue was conducted with several international actors, notably within the UN family.

These positive trends were echoed in the strengthening and the diversification of the Centre's financial base. Sweden decided to grant DCAF both substantial core and project funding. Many others followed that example. By the end of 2004 some 30 of DCAF's members and partner organisations had made either financial or relevant in kind contributions to the Centre's activities. As a result, the Centre concluded 2004 with the best financial result so far, overall contributions reaching some SFr. 15 million. The prospects for 2005 and beyond are even more encouraging.

Much additional headway will be expected through the decision to open, as from spring 2005 onwards, a DCAF office in Brussels on the premises of, and as a result of a new partnership with, the Centre for European Policy Studies (CEPS). The office that will be headed by DCAF's Deputy Director will permit fostering much closer cooperation with the Brussels based international organisations, most notably the European Union. DCAF will, hopefully, be able to follow much more closely what is going on in Brussels – and hence be able to contribute, instead of simply reacting, to the evolution of the thinking on security sector reform and governance.

Finally, DCAF has been selected by several partners as a useful and trusted facilitator. The Centre has thus organised in 2004 on behalf of the Swiss government the "6th International Security Forum" in Montreux as well as a seminar in favour of the OECD's DAC in Geneva. It assisted, on behalf of Switzerland and Egypt, also in the organisation of the conference "Women Defending Peace" in Geneva. The three events were attended by well over 1'000 participants from some 80 countries.

II. 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 (DFAE), the Director is held to report to the latter annually on the progress achieved by the Centre and the use made of the funds put at DCAF's disposal by DDPS and DFAE.

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 became 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 Swiss Federal Department of Defence, Civil Protection and Sports and the Swiss Federal Department of Foreign Affairs. 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 visible expression of this policy.

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 ambassadors - is built on the model of the two other Geneva Centres: the "Geneva Centre for Security Policy" and the "Geneva International Centre for Humanitarian Demining". DCAF is in fact situated at the crossroads between 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 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.

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, networking, debating, and publishing policy relevant knowledge and expertise (the “lessons learned”) and good 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 it governments, security sector structures, parliaments or civil society actors.

III. 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-Laws¹ regulate all legal aspects and practical procedures of DCAF.

In accordance with the By-Laws, DCAF's Foundation Council met twice during this reporting period, on 6 May 2004 and on 9 December 2004 in Geneva. The meeting in May was primarily dedicated to the Director's Annual Report on the activities of the Centre in 2003 - 2004, the presentation of the report of the Auditors for 2003, and the adoption of Accounts for 2003. The December meeting was marked by the adoption of the Centre's new Strategy Paper 2005 – 2008 and Budget for 2005.

In addition to the Foundation Council's plenary sessions in Geneva, DCAF continued a series of Council's regional 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.

During this reporting period, the third² regional meeting of the DCAF Foundation Council was held on 19-20 April, 2004, in Abuja, Nigeria. The meeting was hosted by the Nigerian Government, and was attended by representatives from some 10 Member States of the DCAF Foundation. Around 20 experts and practitioners addressed the meeting with a dialogue focused on security sector reform in West Africa. The first part of the meeting outlined the range of challenges that face security sector reform in the region, while the second part focused on issues regarding parliamentary oversight and how it may be encouraged and implemented in the region.

The fourth regional Foundation Council meeting was held on 16 June 2004 in Bucharest, Romania, addressing security sector reform in the extended Black Sea region. The meeting was hosted by the Romanian Ministry of Defence, and was attended by representatives from some 20 Member States of the DCAF Foundation. The meeting addressed various issues of defence and security sector reform in the region, including the democratic control of armed forces in terms of doctrine, legislation and parliamentary oversight; the impact of NATO and EU membership on defence reforms; the review of defence systems; and international co-operation in the field of defence reform and military training. Presentations were made by high-ranking representatives of defence and foreign ministries of Bulgaria, Macedonia and Romania as well as NGO representatives from Georgia, Moldova, and Ukraine.

Two regional Foundation Council meetings are planned for 2005. The first will be held in Brussels, Belgium, in the first half of 2005. The objective of the meeting is to raise awareness of DCAF and its work to the EU officials and diplomatic community based in Brussels. The second regional Foundation Council meeting is tentatively scheduled for autumn 2005 and will focus on the process of security sector reform in the Newly Independent States.

In 2004, Belgium joined the DCAF Foundation, increasing the number of Member States to 46. In addition, L'Organisation internationale de la Francophonie has begun participating in the work of the DCAF Foundation Council as an observer.

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

¹ DCAF By-Laws were adopted on 27 October 2000 and amended on 2 April 2001.

² The first regional meeting was held in June 2003 in Riga, Latvia, addressing the Baltic States; the second in October 2003 in Brdo, Slovenia, addressing the Western Balkans.

DCAF Foundation Member States by Date of Adhesion

27 October 2000	<i>Founding members:</i> Albania, Austria, Bulgaria, Czech Republic, Estonia, Finland, France, Geneva (Canton), Germany, Hungary, Ireland, Latvia, Lithuania, Macedonia, Nigeria, Poland, Romania, Russian Federation, Slovak Republic, Switzerland, United Kingdom, United States, Ukraine
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
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	27 October 2000 (founding member)
Armenia	14 November 2002
Austria	27 October 2000 (founding member)
Azerbaijan	14 November 2002
Belarus	14 November 2002
Belgium	6 May 2004
Bosnia and Herzegovina	2 April 2001
Bulgaria	27 October 2000 (founding member)
Canada	29 April 2003
Cote d'Ivoire	4 December 2001
Croatia	2 April 2001
Czech Republic	27 October 2000 (founding member)
Denmark	14 November 2002
Estonia	27 October 2000 (founding member)
Finland	27 October 2000 (founding member)

France	27 October 2000 (founding member)
Geneva (Canton)	27 October 2000 (founding member)
Georgia	4 December 2001
Germany	27 October 2000 (founding member)
Greece	14 November 2002
Hungary	27 October 2000 (founding member)
Ireland	27 October 2000 (founding member)
Italy	2 April 2001
Latvia	27 October 2000 (founding member)
Lithuania	27 October 2000 (founding member)
Luxembourg	29 April 2003
Macedonia	27 October 2000 (founding member)
Moldova	3 June 2002
Netherlands	2 April 2001
Nigeria	27 October 2000 (founding member)
Norway	14 November 2002
Poland	27 October 2000 (founding member)
Portugal	29 April 2003
Romania	27 October 2000 (founding member)
Russian Federation	27 October 2000 (founding member)
Serbia and Montenegro	2 April 2001
Slovak Republic	27 October 2000 (founding member)
Slovenia	2 April 2001
South Africa	4 December 2001
Spain	4 December 2001
Sweden	2 April 2001
Switzerland	27 October 2000 (founding member)
Turkey	20 November 2003
Ukraine	27 October 2000 (founding member)
United Kingdom	27 October 2000 (founding member)
USA	27 October 2000 (founding member)

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

Belgium	Rear Admiral Jacques Rosiers , Jr., Deputy Assistant Chief of Staff for Strategic Affairs, Belgian Defence Staff, was appointed Belgium's representative on the DCAF Foundation Council
Bosnia and Herzegovina	H. E. Mr. Miloš Vukašinović , Ambassador and Permanent Representative of Bosnia and Herzegovina to the United Nations Office at Geneva replaced Assistant Minister of Foreign Affairs Mr. Zeljko Jerkic
Bulgaria	H. E. Mr. Dimiter Tzantchev , Ambassador and Permanent Representative of the Republic of Bulgaria to the United Nations Office and other International Organisations at Geneva, replaced Deputy Minister of Defence Mr. Ilko Dimitrov
Georgia	Mr. Irakli Khutsurauli , Chief, Consular Legal Division, Ministry of Foreign Affairs of Georgia, replaced former Deputy Minister of Foreign Affairs Mr. Shota Dogonadze
Germany	Brigadier General Karl Schreiner , Head, Staff Division I, Armed Forces Staff, Ministry of Defence of the Federal Republic of Germany, replaced Brigadier General Winfried Gräber
Latvia	Mr. Janis Karlsbergs , Deputy State Secretary, Ministry of Defence of the Republic of Latvia, replaced former Minister of Defence Girts Valdis Kristovskis
Norway	H. E. Mr. Sverre Bergh Johansen , Ambassador and Permanent Representative of Norway to the United Nations Office and Other international Organisations at Geneva, replaced Ambassador Helga Hernes
Poland	Dr. Robert Kupiecki, Director, Security Policy Department, Ministry of Foreign Affairs of the Republic of Poland replaced Ambassador Jacek Bylica
Slovenia	Dr. Milan Jazbec , former State Secretary, Ministry of Defence, will be replaced as Slovenia's representative on the DCAF Foundation Council. A new representative has not yet been appointed
Spain	General Félix Sanz Roldán replaced Admiral D. Rafael Lorenzo Montero (June 2004), and Major General Pedro Pitarch Bartolomé , Director-General, General Directorate for Defence Policy, Spanish Ministry of Defence, replaced General Félix Sanz Roldán as Spanish representative on the Council (December 2004)
Sweden	H. E. Ms. Elisabet Borsiin Bonnier , Ambassador and Permanent Representative of Sweden to the United Nations Office and other International Organisations in Geneva, replaced Major General Karlis Neretnieks
Switzerland	Dr. Markus Seiler , Secretary-General ad interim, Swiss Federal Department of Defence, Civil Protection and Sports, replaced Mr. Juan Felix Gut, as the Swiss representative and the Secretary of the Council
Switzerland	H. E. Mr. Jürg Streuli , Ambassador and Permanent Representative of the Swiss Confederation to the Conference on Disarmament, replaced Ambassador Christian Faessler as the Swiss representative and the Treasurer of the Council
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
Ukraine	H. E. Mr. Volodymyr Bielashov , Ambassador and Permanent Representative of Ukraine to the United Nations Office and other International Organisations at Geneva, replaced Ambassador Suzanna Stanik
United Kingdom	Mr. Mike McCarthy, Deputy Head, Conflict and Humanitarian Affairs Department, Department for International Development, replaced Mr. David Murtagh (May 2004) and Mr. Graham Thompson , Security Sector Reform Adviser, Conflict and Humanitarian Affairs Department, Department for International Development,

replaced Mr. Mike McCarthy as the UK representative on the Council (December 2004)

United States

Colonel Rick **Magnan**, Air Attaché, Defense Attaché Office, Embassy of the United States of America, Bern, replaced Colonel Stefan Aubrey

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 prepares the meetings of the Foundation Council. The Bureau met for this purpose twice during the reporting period, i.e. on 5 May and 8 December 2004.

With respect to the composition of the Bureau, the past year has seen the following changes:

Dr. Markus Seiler	Secretary-General, Swiss Federal Department of Defence, Civil Protection and Sports, replaced Mr. Juan Felix Gut, as member of the Bureau and the Secretary of the Council
H. E. Mr. Jürg Streuli	Ambassador and Permanent Representative of the Swiss Confederation to the Conference on Disarmament, replaced Ambassador Christian Faessler as member of the Bureau and the Treasurer of the Council
Mr. Graham Thompson	Security Sector Reform Adviser, Conflict and Humanitarian Affairs Department, UK Department for International Development, replaced Mr. Mike McCarthy as member of the Bureau
H. E. Mr. Volodymyr Bielashov	Ambassador and Permanent Representative of Ukraine to the United Nations Office and other International Organisations at Geneva, replaced Ambassador Suzanna Stanik as 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 (IAB) is the most important advisory body to the Director and the staff of the Centre. The Board is composed of eminent international experts in DCAF's fields of interest who act in their personal capacity (*ad personam*). The IAB holds plenary meetings twice a year. In 2004, the Board gathered on 6-8 May 2004 in Geneva and on 6 October in Montreux.

The spring meeting discussed the following issues:

- Security sector governance in the Middle East and Northern Africa
- Mechanisms of civilian control of nuclear weapons
- The role of security sector reform in post-conflict reconstruction
- DCAF projects in South Eastern Europe

The short autumn meeting conducted on the eve of the 6th International Security Forum allowed the Advisory Board members to express their opinions on DCAF's first quadrennial evaluation and draft Strategy Paper 2005 – 2008.

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

Ms. Nicole Ball	Senior Fellow, Center for International Policy, Washington DC, USA
Prof. Yevhen Bersheda	Ambassador-at-Large, Ministry of Foreign Affairs, Ukraine
Rt. Hon. Bruce George , MP	Member of Parliament, Chairman of the Defence Committee, United Kingdom
Dr. Aleya El Bindari Hammad	Member, Board of Directors, the Suzanne Mubarak Women's International Peace Movement; Chair of the International Advisory Board, Wagner School of Public Service and Visiting Professor, New York University and George Washington University, Centre for international Health; former Executive Director and Assistant Director General, World Health Organization
Dr. Andrzej Karkoszka	Director, Strategic Defence Review, Ministry of National Defence of the Republic of Poland
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
Mr. Simon Lunn	Secretary-General, NATO Parliamentary Assembly, Brussels
Dr. Tomas Ries	Director, Institute for International Affairs, Stockholm

The following left the Board due to retirement or were relieved from membership due to other professional obligations: Dr. David Bloomfield, Professor Dr. Ernst A. Brugger, Professor Dr. Erhard Eppler, Maj. Gen. Carl H. Freeman, Professor Virginia Gamba, Sir Roger Jackling, Dr. Andrei Kokoshin, Mr. Martin Lees, General Jean-Paul Raffenne, Dr. Jean-Luc Vez

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

IV. 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 - 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 - DCAF's Directing Board. The Centre's international staff is composed of personnel either hired by the Centre or seconded by member countries.

2004 marked the end of the Centre's build-up period and hence led to a systematic and comprehensive strategic review of the Centre and its activities (*cf.* Part I of this report). This strategic review was supported by a financial review and an outside evaluation. It confirmed the basic soundness of DCAF's mission, approach, and management. After a very broad debate – that included the Centre's management and many of its staff, the Foundation Council, the International Advisory Board, the key stakeholders, and the evaluating team – the Foundation Council adopted, on 9 December 2004, the new "Strategy Paper 2005-2008" (*cf.* text in Annex 4) 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 throughout the year 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 transformation of the former office for PfP and related matters into a new "Special Programmes" Division, an administrative reorganisation, a strengthening of the Directing Board, and the creation of a so-called "Integrated Planning Cycle" (IPC; *cf.* documentation in Annex 6).

DCAF had to absorb in early 2004 a substantial cut of the Swiss financial core contribution due to a series of austerity packages adopted by the Swiss government that touched virtually all aspects of Swiss government spending. As a result, staff dropped throughout 2004 gradually from 67 at the end of 2003 to 58 persons (from some 26 countries) at the end of 2004 sharing some 43.85 full positions (end of 2003: 53.2). Thanks to the Centre's ability to broaden and strengthen during the year its financial base (*cf.* III.2 below), staff numbers are growing again in 2005 and are likely to reach, if not surpass, by the end of the year the 2003 figures.

Nine countries have so far contributed staff as seconded personnel to DCAF (Austria, the Czech Republic, France, Hungary, Macedonia, Poland, Romania, Slovenia, Spain). In 2004 the secondments from Austria and Spain came to an end, while France seconded a second expert (Brigadier General Claude Grudé from the Gendarmerie nationale) to DCAF and Macedonia sent its first secondee (Goran Krsteski from the Macedonian Border Guards). Agreements could be concluded, moreover, with Switzerland and Croatia to join the "club" – both will send their first secondees to DCAF in 2005. Negotiations on further seconded positions are well advanced.

The staff has matured into a well balanced and effective team. Gaps in expertise that had been identified in 2003 are in the process of being systematically closed. Thus, it was possible to bring together the nucleus of the Centre's future police unit through the above mentioned secondment of Brigadier General Claude Grudé and the hiring of Mr. Pierre Aepli, former President of the Conference of Swiss Cantonal Police Commanders (and hence Switzerland's highest ranking police officer), as an in-house consultant. Negotiations with other countries on further secondments continue. Most significantly, the strategic review led the Management to establish a long-term staff planning. Several "building sites" 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), a Brussels office. Some of the resources needed will be found inside the Centre (during the first few months of 2005 a major internal staff reshuffle took indeed place). Additional staff will, however, be needed – through a mix of secondments and new recruitments. If the plan can be implemented, DCAF should count some years down the road 75-80 employees.

Andrzej Karkoszka, who had been with the Centre from the very outset, first as Head of the Think Tank, then as Senior Political Advisor, left DCAF in the fall of 2004 in order to lead, with the equivalent rank of Deputy Defence Minister, to review Poland's National Security Strategy. His position as Senior Political Advisor at DCAF was taken over by Istvan Gyarmati.

Access to additional expertise complementary to that in DCAF's own staff was in 2004 again secured through the Centre's policy of carefully selected strategic partnerships, of which the most important were during the year those

entered into with the OSCE, the Graduate Institute of International Studies, the Hessische Stiftung für Friedens- und Konfliktforschung, and ICMPD.

In the area of Administration, the Centre continued to undergo substantial change. The separate "Service Centre" (SC) serving all three Geneva Centres that the Swiss government had initiated in 2003 was already in 2004 substantially streamlined. As a result, part of the administrative staff that had migrated from DCAF in 2003 to the SC returned to DCAF during the reporting year.

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 Undersecretary General Adolf Ogi, Special Envoy of the UN Secretary General for Sports and Peace. They have their office at the Swiss Mission in Geneva, respectively 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

DCAF is still very much a crowded place - in spite of the slight reduction in staff. The 1285 square meters of the Headquarters at 11, rue de Chantepoulet, in Geneva, house no fewer than 62 work stations (some of which are shared by two persons). This results in a net surface of just over 20 square meters per person. If corridors, toilets, lifts and stair cases, meeting rooms and technical facilities are deduced, the real, net space per work station shrinks to just over 10 square meters. The density of occupation at DCAF is much higher than in any of the other Geneva Centres; the space DCAF can offer its average staff member is far below the minimal standards in vigour for the Swiss Federal administration. The good mood in the house and the high quality work routinely performed by DCAF's staff in spite of these cramped realities bears testimony to the excellence and great professionalism of the team.

Nevertheless, solutions need to be found. DCAF was, therefore, very pleased to learn in late 2004 that the DDPS has agreed to provide the necessary financial means to rent additional office space. A suitable option has been found right next door to DCAF's Headquarters in the so-called "Plaza" complex at 1-5 rue de Chantepoulet. DCAF will rent, from July 2005 onwards, the buildings on the 6th floor (some 396 square meters). Prior to that, the facility will be totally rebuilt and renovated according to DCAF's needs.

The availability of the beautiful 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 could be made through the comprehensive renovation of the kitchen and storage facilities, the first and parts of the second floor, as well as the heating and sanitary installations of the villa - which rendered to the place by early 2004 much of its old splendour and greatly increased the range of options for catering and receptions. Moreover, the furniture was totally renewed 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 for these improvements were covered by the Canton of Geneva, the DDPS and the DFA. Step by step 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

2004 was meant to be a financially difficult year for the Centre due to the austerity measures decided by the Swiss Federal Council that obliged both the DDPS and the DFA to announce cuts in their financial support to DCAF. The budget 2004 adopted by the Foundation Council in late 2003 predicted a total cash income of SFr. 10.94 million, and an overall income (including in kind contributions) of SFr. 13.53 million. Determined efforts at fund raising permitted to achieve a much better result. Cash income reached SFr. 12.36 million (+ 13 %), overall income SFr. 14.46 million (+6.4 %). Careful husbanding of resources led the budgeted cash expenditures of SFr.10.926 million to grow more slowly to SFr. 12.065 million. DCAF's financial situation was, therefore, at the end of the year not only balanced, but permitted the Centre to put aside (next to the normal transitory accounts) a special reserve fund of SFr. 300'000 to be used in 2005 for the Centre's Border Guards programme.

The budget for 2005 again shows a healthy state of affairs. It sets as a target an increase of the Centre's overall income to SFr. 14.75 million. By the time of writing, it is more than likely that this target will not only be reached, but surpassed in 2005.

The reasons for these positive developments were, on the one hand, rapidly growing non-Swiss contributions. Thus, Sweden decided to contribute, as from 2004 onwards, to the Centre's core funding (SFr. 410'000 in 2004) and provided also substantial project funding and in kind assistance. France seconded a second general officer to DCAF. Many other members increased their individual contributions (some 30 members contributed in 2004 funding and/or in kind assistance to the Centre). Non-Swiss funding has therefore grown to some 27 % today. On the other hand, the Swiss government – notably the DDPS – agreed on additional project funding (thus considerably softening the impact of its reduced core funding). The number of Swiss government agencies funding specific activities of the Centre could, moreover, be expanded – most notably through an excellent working relationship with the Swiss Armed Forces which have become a close partner of the Centre and provide it with extremely valuable support and services in many of its activities.

The perspectives for the future are thus encouraging. The number of countries and agencies willing to provide the Centre with financial support will again grow in 2005. The Swiss overall contribution should at least stabilize. The objective of an annual growth of 7.5 % (permitting the Centre to grow into an institution with an annual budget of some SFr. 18 million) set by the new "Strategy Paper 2005-2008" is ambitious, but looks realistic.

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

V. ACTIVITIES

1. Think Tank and Information Resources

The Think Tank, which incorporates 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 existing knowledge in the field of security sector governance. These activities are conducted through DCAF's Working Groups (WG), led by international experts representing both individual expertise and the benefit of regular working relationships with all major organisations in this field. During the period covered by this report, nine Think Tank WGs have been active in the various areas of security sector governance. The Think Tank has also further developed its joint venture activities, organizing or participating in a range of projects, conferences and workshops as well as providing specific expertise to member states of the DCAF Foundation Council. The Think Tank has produced a wide range of tailored, policy-relevant papers, studies and books, often published by internationally-renowned publishing houses. Furthermore, the Think Tank assisted the Director in matters related to the corporate governance of DCAF (administration of the proceedings and organization of the meetings of the Foundation Council, its Bureau and the International Advisory Board).

1.1 DCAF Working Groups (WG)

1.1.1 Security Sector Reform

The Security Sector Reform WG held a workshop on 6 July 2004 in Geneva that brought together representatives from international organizations working in the area of development and in the security field for an exchange of information on SSR activities and ideas on best practice. Organizations represented were the Council of Europe, European Council, European Commission, NATO, OECD, OSCE, Stability Pact, UNDP and UNDPKO.

The Security Sector Reform WG is currently managing a joint publication project with the Bonn International Center for Conversion (BICC) on lessons learned from the experience of six countries in the post-conflict reconstruction of their security sectors. The purpose of this project is to provide a comparative analysis of the course of security sector reform in a representative selection of countries that have undergone severe conflicts and where there has been strong international involvement, namely Bosnia-Herzegovina, Kosovo, Sierra Leone, Haiti, East Timor and Afghanistan. The WG held a meeting of the authors contributing to the project on 6 October in Montreux. A concluding chapter to this study will compare the six country studies and offers thoughts on the lessons learned, or learnable, from the way security sector reform has been approached in these countries.

Another project, launched in 2004 as a compilation of fact sheets on various SSR issues, has since been transformed into "DCAF Security Sector Reform Backgrounders". The Backgrounders aim to provide decision-makers and advisors to decision-makers information and advice on current security sector reform issues. The first issues will be published in early 2005.

1.1.2 Parliamentary Control of Armed Forces (PCAF)

In this reporting period, the PCAF WG continued its involvement in the dissemination of the IPU-DCAF "Handbook on Parliamentary Oversight of the Security Sector". This involved presentations and advice at various launch events of translations of the Handbook and parliamentary seminars. In March 2004, DCAF presented the IPU-DCAF Handbook at a UNDP-IPU Conference on "Enhancing the Role of Parliaments in Conflict and Post Conflict Settings". In May 2004, in Vienna, a conference on "Parliamentary Oversight of Armed Forces and Police and Security Forces in the OSCE Area" hosted by the OSCE Parliamentary Assembly and the OSCE Conflict Prevention Centre, enabled the presentation of the PCAF working group and IPU-DCAF Handbook to the parliamentary delegations of OSCE participating States. The Handbook continues to be translated (now in 30 languages) and distributed amongst interested states.

March 2004 saw the publication of an edited volume, titled "The 'Double Democratic Deficit': Parliamentary Accountability and the Use of Force under International Auspices", published by Ashgate, which includes a preface by the Secretary General of the Council of the European Union, Mr. Javier Solana. The book was launched in April

2004 in Brussels at an international conference on the subject co-organised by DCAF, ISIS Europe and the ESDP Democracy Network.

A third project involves DCAF's assistance to Members of the Parliamentary Assembly of the Council of Europe (PACE) through the provision of an expert report on "Democratic Oversight of the Security Sector in Member States: Police, Intelligence Services and Border Management". From January to June 2004, a number of meetings were held in Strasbourg with representatives of the Political Affairs Committee of the Parliamentary Assembly of the Council of Europe concerning DCAF's Expert Report (see Council of Europe below).

Fourthly, the PCAF WG is coordinating the Think Tank research and publication project on "Governing Nuclear Weapons: Opportunities and Constraints of Democratic Accountability beyond Command and Control", which draws heavily on the expertise of DCAF's International Advisory Board. During the reporting period, a panel on civilian control of nuclear weapons was organised at the 7th meeting of the International Advisory Board of DCAF, 6-7 May 2004 in Geneva. Furthermore, an author's workshop was held on 2-3 October 2004 in Montreux, Switzerland addressing the extent that democratic nuclear weapon states (and non-democratic nuclear weapon states) have democratic accountability and civilian control mechanisms over nuclear weapons in place. Following this workshop, a panel was held at the 6th ISF on Governing Nuclear Weapons. The project will result in the publication in 2005 of a volume containing two comparative and eight case study chapters (one each on the five NPT nuclear weapons states and the three non-NPT nuclear weapon states): Russia, China, France, Pakistan, India, the UK, the US, and Israel.

Finally, the PCAF WG has also provided expert advice and reviews to a number of parliaments including that of Turkey for its Draft Official Secrets Act; Macedonian draft law on the establishment of crisis management structures; and a civil-military relations draft project proposal on a model laws for Serbia and Montenegro.

1.1.3 Legal Aspects of Security Governance

The WG on legal aspects of security sector governance has divided its focus between a number of projects this year. This included the "Making Intelligence Accountable" project, in cooperation with the Human Rights Centre of Durham University (UK) and the Norwegian Parliament Intelligence Oversight Committee. The results of the research undertaken led to the publication in January 2005 of the book: "Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies" published by the Parliament of Norway, Oslo. The book recognizes that establishing a system of intelligence service accountability that is both democratic and efficient is one of the most daunting challenges faced by modern-day states. The publication seeks to establish international standards for democratic intelligence accountability by cataloguing and evaluating the legal standards that currently exist regarding democratic accountability of intelligence services. In doing so, the report also identifies and recommends best practices applicable to both transition countries and well-established democracies. The book will be translated in 2005 in several other languages.

In September 2004, the Legal WG assumed the important task of assisting the Republic of Turkey in its endeavors to establish an official Secrets Act, in cooperation with the Turkish Economic and Social Studies Foundation (TESEV) with the intention of supporting the legislative process. The resulting recommendations on the present Draft Act on State Secrets were made both by DCAF associates and other academics, consultants and legal advisers from countries within the Euro-Atlantic area.

In September 2004, negotiations commenced between DCAF and the OSCE Office for Democratic Institutions and Human Rights (ODIHR), with a letter of intent between the two parties signed concerning the production of a joint handbook on "Fundamental Freedoms and Human Rights of Armed Forces Personnel". The handbook proposal was presented in October in Warsaw at an "OSCE Human Dimension Implementation Meeting" attended by delegations of OSCE participating States. This meeting was followed by a workshop in Geneva in January 2005 on the project which included a discussion of expected outcomes of the project which include a handbook, website, academic articles and roundtables (see further OSCE below).

1.1.4 Democratic Control of Internal Security Services (DCOIS)

In 2004 the DCOIS WG published the book "Transforming Police in Central and Eastern Europe: Process and Progress". The book, or portions thereof, is being translated into Russian, Azeri and Georgian, for use in DCAF

operational programmes. An article based on the main findings of the book was also written and will be published in early 2005 in the refereed "Journal of Power Institutions in Post-Soviet Societies".

The DCOIS Coordinator also wrote on developments in governance across the spectrum of security institutions throughout the Western Balkans region, publishing the article "Security Sector Reform in the Western Balkans" in the 2004 edition of the *SIPRI Yearbook*, and a shorter version "Security Sector Reform and Post-Conflict Stabilisation: the Case of the Western Balkans" in "Reform and Reconstruction of the Security Sector", DCAF's 2004 Yearly Book.

In 2004 DCOIS was also involved in the drafting of the DCAF expert study on "Democratic oversight of the security sector: intelligence, police and border management" for the Political Affairs Committee of the Council of Europe", Strasbourg.

At the invitation of the Swiss MFA, the WG also developed a proposal to identify policy recommendations on Swiss participation in international police missions. The project, approved by the Swiss DFA for 2005, will combine research, consultative discussions with key stakeholders and a roundtable involving the Swiss policy community.

The issue of the privatization of security became a major focus of work in 2004. The WG coordinator co-authored a study on Private Military Companies and Private Security companies for the Swiss MFA/MOD, which included policy recommendations for improving regulation and control over these entities. Presentations on PMCs/PSCs were given at the international conference "Towards a World without Violence" in Barcelona and at the ISF in Montreux. A policy paper, "The Private Military Industry and Iraq: What Have We Learned and Where to Next?" was commissioned from Brookings expert Peter W. Singer on the use of private military firms by the US in Iraq, and was published in November. An occasional paper based on the DFA study was also produced, and will be published in March 2005. The WG has also engaged in a dialogue several partners on questions of regulating the private military industry and has been approached by the Office of the High Commissioner for Human Rights for recommendations on regional expertise on the topic.

1.1.5 Civil Society Building

The Civil Society Working Group published the book "Media in Security and Governance: The Role of the News Media in Oversight of the Security Sector", published by Nomos Verlagsgesellschaft as part of the BICC/DCAF series. The coordinator was invited to give the presentation "Relations between intelligence agencies and the media" at the conference "New Directions in Intelligence, Policy and Politics", organised by the Royal United Services Institute in April 2004 in London.

1.1.6 Women and Children in an Insecure World

A significant contribution of the Working Group on Women and Children in this reporting period consisted of co-organising the international conference Women Defending Peace, 22-24 November 2004 in Geneva, as the implementing agency of the Swiss Federal Ministry of Foreign Affairs. The conference was jointly held by the Swiss Federal Ministry of Foreign Affairs and the "Suzanne Mubarak Women's International Peace Movement" and was co-chaired by the Federal Councillor Micheline Calmy-Rey and Mrs Suzanne Mubarak. The conference gathered 500 hundred participants from all over the world, including representatives of non-governmental organisations, peace laureates, academics, jurists, representatives of international organizations, governments and special invitees. An action plan was agreed during the conference upon which a "Global Coalition – Women Defending Peace" was formed, of which DCAF became a member. It brings together women's groups, organisations and individuals for the common purpose of fostering research and action on thematic subjects such as the involvement of women in peace processes, the protection of women and children from violence in war and the fight against human trafficking.

The conference also provided a forum for discussion of DCAF's forthcoming major publication on "Women in an Insecure World" which had been first presented as a project at the UN Human Rights Commission meeting in Geneva in spring 2004. The book will form the basis of several additional products, most notably a 45 minute TV documentary (for which shooting started in 2004), a handbook for military to be engaged in PSO, a DVD, and follow-up publications for a wider public. Work on a parallel project series "Children in an Insecure World" was initiated in 2004.

The WG has also organized several workshops during the reporting period in which it presented its activities and furthered exchange on its subject of research including panels at the conference “Military Missions and their Implications Reconsidered: The Aftermath of September 11”, 6-11 July 2004, Ankara, Turkey; and at the 6th International Security Forum, 4-6 October 2004, Montreux., Switzerland. In this latter context, DCAF was also both sponsor and participant in a workshop on “How Women Combatants can contribute to the Promotion of Humanitarian Norms” organized by Geneva Call and the Programme for the Study of International Organisation(s) of the Graduate Institute of International Studies.

1.1.7 Security Sector Governance in Africa

The DCAF Regional Foundation Council meeting (RFC) held in Abuja, Nigeria between 19-20 April 2004 was the first formal DCAF event to be held in Africa. Back-to-back with the RFC meeting, a conference on “Challenges of Security Sector Governance in West Africa” was held, as part of DCAF’s on-going research project of analyzing the status of security sector governance in all 15 Economic Community of West Africa (ECOWAS) states and Mauritania. The Institute for Peace and Conflict Research (IPCR), Nigeria, was DCAF’s local organizing partner.

Cooperation with ECOWAS was cemented on several issues, including: a joint launching of the proposed DCAF-ECOWAS Parliamentary Handbook; ECOWAS promotion of the adoption of the “Code of Conduct for Armed and Security Forces in Africa”, which was developed in 2002 by the “UN Regional Centre for Peace and Disarmament in Africa”, with the technical assistance of DCAF; and, ECOWAS support to ensure the facilitation of good working relations and collaboration between DCAF and the ECOWAS Parliament. A Memorandum of Understanding was agreed on 30 August, 2004, between the ECOWAS Parliament and DCAF, with the aim of enhancing and strengthening the ECOWAS Parliament as a sub-regional institution. It incorporates a range of activities focused on the parliamentary oversight of the security sector, including the production of an ECOWAS-DCAF Handbook for Parliamentarians and production of an edited book with the working title “Democratic Control of the Security Sector in West Africa: Opportunities and Challenges of Parliamentary Oversight”.

Moreover, a panel on “Security sector Governance in West Africa: The Sub Regional Parliamentary Dimension” was organized as part of the 6th International Security Forum, at Montreux, Switzerland, in October 2004.

In April, 2004 DCAF contributed two training modules and expertise to the “Training-of-Trainers Workshop for Members of Parliamentary Defence Committees in West Africa”, organized by the “United Nations Regional Centre for Peace and Disarmament in Africa” (UNREC), Lome, Togo. DCAF, in cooperation with the “Conflict, Security and Development Group” (CSDG), Kings College, London conducted an assessment mission on SSR in Liberia in July 2004. This was conducted at three levels. The first was the general state of the implementation of the “Comprehensive Peace Accord” (CPA) which was signed in Accra in August 2003, following 14 years of civil war. The second was an identification and evaluation of mechanisms for the establishment of a local research capability on peace and security issues in Liberia. The third area of focus was an evaluation of the capacity for parliamentary oversight of the security sector with a view to identifying an entry point for a DCAF parliamentary capacity building programme for Liberia.

Finally, under the sponsorship of the “Organization internationale de la francophonie” (OIF), DCAF organised a seminar in Geneva focusing on security sector governance in the francophone countries of West Africa. The seminar reviewed the present challenges and ongoing DCAF projects in West Africa. It was attended by the ambassadors of the OIF member states in Geneva, members of parliament (including the President of the ECOWAS Parliament), researchers and governmental authorities.

1.1.8 Security Sector Reform in the MENA region

DCAF’s working group on Security Sector Reform in the Middle East and North Africa (MENA) region researched challenges of security sector governance in several countries of the Middle East and published a number of working papers and articles.

A DCAF workshop on “The Challenges of Security Sector Governance in the Middle East” was held in Geneva between 11-13 July. The workshop, bringing together academics from the Middle East, Europe and the US, discussed security sector governance in Iraq, Afghanistan, Egypt and Libya, with particular emphasis on existing and planned arrangements for civilian management and oversight of their security sectors as well as the drivers for reform. The results will be published in 2005.

DCAF also developed its contacts with governments, parliaments, security sector representatives, research institutions and civil society at large with a view to disseminating norms, standards and best practice in security sector governance throughout the region. DCAF signed a cooperation agreement with the Gulf Research Center in Dubai, the biggest policy research centre in the Arab world, which will allow DCAF to translate and distribute its publications with relevance for the region in Arabic.

With an interest in enhancing parliamentary capabilities in the oversight of the security sector, DCAF translated and published the joint DCAF-IPU Parliamentary Handbook into Arabic, Farsi and Urdu and established contacts with national parliaments and regional parliamentary unions with training proposals.

DCAF also exchanged views on opportunities and constraints of security sector reform in the MENA region with countries in the region, donor countries, the EU, NATO and international organizations such as UNDP, 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 reforms in the Arab world were attended.

Finally, the WG organized jointly with IISS and the Nixon Center a Track Two Conference on security issues in the Middle East.

1.2 Joint Ventures

1.2.1 Bonn International Center for Conversion (BICC)

DCAF's SSR WG is currently managing a joint publication project with the Bonn International Center for Conversion (BICC) on lessons learned from the experience of six countries in the post-conflict reconstruction of their security sectors (*cf.* 2.1.1).

1.2.2 Council of Europe (CoE) Parliamentary Assembly (PACE)

Following the motion (Doc. Nr. 9712) adopted by the Parliamentary Assembly of the Council of Europe in February 2003, "mindful of the overarching concern of the Council of Europe for the proper functioning of democratic rule", the Parliamentary Assembly decided to prepare a recommendation for the Committee of Ministers to adopt "a convention or recommendation to governments, covering political standards, norms and practical guidelines for the implementation of the principle of democratic oversight of the security sector in member states." Rapporteur Lluís Maria de Puig, the Political Affairs Committee Secretariat and DCAF agreed that DCAF would produce an expert study on the issue of democratic oversight of the security sector (police, security services and border management) in member states. The objective of the expert study was to put forward possible political standards, norms and practical guidelines for the implementation of democratic oversight of the three services of the security sector, i.e. the police, security services and border management. The report covered oversight mechanisms and good practices as well as points of concern and shortcomings in the various CoE member states. The observations and conclusions were based on ongoing research undertaken by DCAF as well as various reports, recommendations, guidelines and codes of conduct of the Council of Europe, Council of Europe Parliamentary Assembly, WEU Assembly, the EU, NATO Parliamentary Assembly and the OSCE.

1.2.3 European Research Group on Military and Society (ERGOMAS)

Ongoing DCAF cooperation with ERGOMAS focused in the reporting period on publication of the volume "Renaissance of Democratic Control of Armed Forces in Contemporary Societies", Nomos Verlagsgesellschaft, Baden-Baden, 2004, and the project "Democratic Governance of Civil-Military Relations: Learning from Crises and Institutional Change". A panel was held on the subject at the International Sociological Association's Research Committee 01 (ISA RC 01) on Armed Forces and Conflict Resolution. The resulting publication (by Routledge, UK) is planned for mid 2005 and will address civil-military relations in 14 countries.

1.2.4 International Committee of the Red Cross (ICRC), Geneva

DCAF and the International Committee of the Red Cross (ICRC) continued their semi-annual informal meetings and conducted a series of brainstorming meetings to discuss challenges of the privatization of security, concentrating on issues related to the governance of private military companies (PMC).

1.2.5 International Institute for Strategic Studies (IISS), London

In the framework of the DCAF-IISS joint-venture, a fourth Adelphi paper sponsored by DCAF was published (by Alice Hills on Border Security in the Western Balkans). DCAF continued, furthermore, its support for the up-coming series of the Institute's "Global Strategic Review" that will take place in Geneva in the years 2005-2007. The IISS Council, of which the Director of DCAF was made a member, held its fall meeting on the premises of DCAF in early September 2004.

1.2.6 International Policy Institute, King's College, London

DCAF's cooperation with the International Policy Institute (IPI) of King's College, London, has focused in particular on cooperative work related to DCAF's Africa Programme. During this reporting period, DCAF and the Conflict, Security and Development Group (CSDG) within the IPI conducted a Liberia Action Research Workshop intended to provide stakeholders in Liberia with ideas and tools to implement the peace agreement and reconstruct Liberian institutions on which security and development depend.

Under a Mandate given to DCAF by the Swedish Ministry for Foreign Affairs, CSDG experts provided case study reports on challenges of and entry points for security sector reform in Uganda and Liberia.

1.2.7 Institut universitaire de hautes études internationales (IUHEI), Geneva

DCAF continued its support during this reporting period for the research project on the OSCE Code of Conduct led by Professor Victor-Yves Ghébalí at the Institut universitaire de hautes études internationales (IUHEI). The first ever paragraph by paragraph commentary on the Code was published and launched at a DCAF organised workshop on the occasion of the 10th Anniversary of the implementation of the OSCE Code of Conduct at the Diplomatic Academy in Vienna (*cf.* 2.2.9).

Furthermore, DCAF and IUHEI agreed to conclude a Memorandum of Understanding, consolidating ongoing cooperation and identifying concrete areas for future collaboration.

1.2.8 International Security Forum (ISF)

The 6th ISF was an important focal point for Think Tank activities during this reporting period. Publications such as the 2004 DCAF "Yearly Book" were launched while side-meetings for contributors to DCAF's projects on "Civilian Control of Nuclear Weapons and Post-Conflict Reconstruction" as well as a meeting of DCAF's International Advisory Board provided valuable inputs. DCAF's Think Tank organised six workshop sessions at the Forum.

1.2.9 Organisation for Security and Cooperation in Europe (OSCE)

Following the signing of a letter of intent between the "OSCE Office for Democratic Institutions and Human Rights" (ODIHR) and DCAF concerning the production of a joint handbook on "Fundamental Freedoms and Human Rights of Armed Forces Personnel", the project continues and is planned to be conducted over a two year period. The Handbook aims at assisting 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 internal aspects of human rights and armed forces (human rights of armed forces personnel) presenting various models or "best practice" from within the OSCE region of how military structures can successfully integrate human rights while at the same time taking into account the realities and necessities of defence and military security. The project team consists of two experts (one from ODIHR and one from DCAF), a project manager and two part-time research assistants.

On 28 January 2005 DCAF, together with the Geneva Institut universitaire de hautes études internationales research and documentation project on the "OSCE Code of Conduct on Politico-Military Aspects of Security", and in close cooperation with the OSCE Secretariat and the "Forum for Security Cooperation" (FSC), organized a workshop on the 10th anniversary of the OSCE Code of Conduct. The workshop 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 developing the Code further and assessed its possible relevance for other security regions. It was attended by more than 100 diplomats and experts from all over the OSCE area.

1.2.10 Organisation for Economic Cooperation and Development (OECD)

At the request of the Swiss Agency for Development and Cooperation (SDC), DCAF hosted on 7 and 8 October 2004 the OECD Development Assistance Committee (DAC) "Experts Meeting on Peace Building and Development in the Eastern Democratic Republic of Congo (DRC) and the Region of Central Africa", entitled "Consolidating Fragile Peace" in Geneva. The purpose of the meeting was to provide analysis, options, and recommendations on the thematic area of peace and security that were fed into the United Nations-African Union preparations for the Heads of State Summit in November 2004.

1.2.11 Stockholm International Peace Research Institute (SIPRI)

For the third year in a row, a DCAF Chapter was included in the SIPRI Yearbook ("Security Sector Reform and Post-Conflict Stabilisation: The Case of the Western Balkans"). At the same time the Swiss financial support to the Russian, Ukrainian and Chinese editions of the SIPRI Yearbook continued.

1.2.12 Swedish Ministry of Foreign Affairs

Under a Mandate given by the Swedish Ministry for Foreign Affairs, DCAF's Think Tank prepared three case study reports on challenges of and entry points for security sector reform in Liberia, Serbia and Montenegro and Uganda.

1.2.13 Swiss Federal Departments of Foreign Affairs (DFA) and of Defence (DDPS)

On behalf of the federal inter-departmental group on peace promotion ("Kerngruppe Frieden"), DCAF has conducted research and drafted a comprehensive discussion paper on Switzerland's approach towards security sector reform.

DCAF also participated in an inter-departmental coordination meeting on Switzerland's contribution to United Nations peace support operations. The paper was presented at the group's fall meeting in December 2004. A special meeting of the group to discuss the paper's recommendations will be held in spring 2005.

DCAF hosted a brainstorming meeting with a delegation from Political Division IV of the Federal Department for Foreign Affairs to discuss conceptual linkages between human security and security sector reform and to explore areas of potential cooperation. A similar meeting was held in Berne with the Swiss Agency for Development Cooperation (SDC) to discuss approaches to security sector governance and reform.

DCAF again contributed a teaching module to the "PfP Workshop on the OSCE Code of Conduct" organized by the Federal Department for Defence, Civil Protection and Sports.

Finally, under a mandate given by the DFA and DDPS, DCAF prepared a study on Private Military Companies and Private Security companies, which included policy recommendations for improving regulation and control over these entities.

1.2.14 United Nations Office at Geneva

During the reporting period, DCAF and the "United Nations Office at Geneva" (UNOG) have further strengthened their strategic partnership. The "Proceedings" of the 2nd joint UNOG-DCAF seminar, entitled "State and Human Security in the 'Age of Terrorism': The Role of Security Sector Reform", were published jointly by UNOG and DCAF in English and French. In addition to a conceptual chapter on interlinkages between security sector reform and human security, chapters on Africa, the Middle East, West Asia, and the Western Balkans provide a regional focus. The list of contributors includes, among others, Dr. Cornelio Sommaruga, Dr. Lloyd Axworthy, Dr. Frene Ginwala, Professor Eboe Hutchful, Mr. Walter Slocombe, and Ambassador Bisera Turkovic.

Preparations are currently underway for the third joint seminar, to be entitled "Post-Conflict Reconstruction of the Security Sector: The Role of the United Nations".

UNOG and DCAF are also 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 security sector reform and good governance which DCAF actively promotes.

1.3 Information Platforms

1.3.1 Publications

In addition to continued cooperation with various partner institutions, which often results in joint publications, DCAF has continued its own publications series. These include “Policy Papers”, “Occasional Papers”, “Working Papers” and “DCAF Documents”. A new series – the “SSR Backgrounder” – will be launched in early 2005. The DCAF “Yearly Book” has been published for the second time and was launched at the 6th International Security Forum (ISF), held in Montreux in early October 2004. The book discusses issues related to *Reform and Reconstruction of the Security Sector*. Overall, ten books and monographs authored, edited or supervised by Think Tank staff were published in the nine months reporting period, as well as numerous papers, articles and book chapters (for a full list of publications see **Annex 8**). Finally, DCAF has edited a special issue on human security of the Hamburg-based quarterly, “Security and Peace”.

1.3.2 DCAF Website

The main DCAF website (<http://www.dcaf.ch>) has been continuously upgraded and updated during this reporting period. Twelve standardized sub-websites have been implemented and continuously updated to provide information on DCAF Working Groups and another eleven sub-websites have been set up to provide information on various DCAF projects. The publications section has been re-structured and a new layout implemented with enhanced options to browse the DCAF publications lists. The DCAF paper series and the majority of DCAF books and monographs have been made available in electronic format and can be downloaded from the website. The statistics prove that there is a continuously rising external interest in the information available from the DCAF website: the monthly average rose from 13'600 page visits in January 2004 to 20'600 visits in December 2004 with almost 90'000 page views on average. The majority of visits originate from the United States (40%), Switzerland (33%) and the UK (11%). Continuous page visits can be also noted from Germany, Canada, Romania, France, Belgium and the Western Balkan States.

In order to keep up with the demands of modern information technology as well as to enhance electronic information management, a re-launch of the website has been conceptualized and prepared during 2004. The concept envisions a slightly new structure of the website's content, an enhanced and more user-friendly navigation and most of all a new and up-to-date web-design, which is adapted to the demands of modern information technology. The concept has been finalized by end of 2004 and will be implemented in the course of 2005. Amongst the structural changes will be a new section on DCAF programmes, providing information on DCAF's main areas of activities. A service navigation will enhance the user-friendliness of the page by, for example, providing a site map and more detailed contact information. The new web-design will be adapted to current web-standards and will have a more appealing, illustrative and professional appearance.

The “DCAF Virtual Library” contains a “DCAF Links Library”, the “DCAF Digital Catalogue”, the “DCAF Legal Database” (cf. 2.3.3), a section on online resources, an e-journals section and links to relevant libraries. The DCAF links library, which is accessible through the DCAF website, has been enlarged and continuously updated during this reporting period. The links library contains several hundred links on DCAF related issues and interacts with the ISN links library, which provides several thousands of Security Policy related links. Almost 2'000 documents have been classified with the help of the “DCAF Digital Catalogue” – an electronic filing system which had been created especially for DCAF documentation needs.

1.3.3 Legal Database

As part of its activities aimed at collecting best practices in the field of democratic civilian-military relations, DCAF systematically catalogues national law relating to defence and security. In order to make this material widely available, the online “Legal Database on Security Sector Governance” was established in 2001 (www.dcaf.ch/legal/inro.htm). The database provides reference information and texts (in the original language and/or in English) of well over 300 laws and regulations, from 32 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 over them.

The Centre is also considering a future partnership to further such work. Coordinated and hosted by the Law Library of Congress of the United States, the “Global Legal Information Network” (GLIN) is a world-wide database supported

by governments each contributing their national law and related legal materials <http://www.glin.gov/>. Information submitted by GLIN partners may include statutes, constitutions and codes, regulations and ordinances, judicial decisions, scholarly writings and legislative debates. Whereas DCAF's legal database restricts itself to defence and security related legal documents, GLIN collects law related to all fields. The Law Library of Congress and DCAF are currently discussing first steps towards a partnership between the two organisations, in particular the creation of a new GLIN status, "topical station" dealing with issues of security sector reform and good governance (instead of "national station"), which would permit DCAF to fully integrate its legal database into the GLIN network. In this context, DCAF is looking for the secondment of a legal expert by one of its member States.

1.3.4 Electronic documentation networks

The "South Eastern European Documentation and Information Network" (SEEDON) has been continuously updated during 2004. The revised concept of this information platform, which had been implemented in April 2003, has proven its usefulness and practicability. SEEDON provides various information services with a focus on South Eastern Europe. In order to develop synergies, existing DCAF and ISN databases and information services are used to render knowledge accessible relating to civil-military relations and security sector reform in South Eastern Europe: a digital catalogue, a links library, a legal database, LASE search tool and an events calendar which focus on relevant information in the SEE-region. Additionally, SEEDON provides information on relevant DCAF related publications and on DCAF projects in South Eastern Europe. These projects have been continuously updated during this reporting period. SEEDON is run by the Think Tank Information Resources Unit, based on substantive input provided by the Operations Division.

1.3.5 In-house Documentation

The DCAF in-house library has been continuously expanded. Books, journals, conference proceedings and other "grey" literature can be found in various sections: UDC-classified books; regions; institutions; journals and periodicals; a handbook-section; as well as conference proceedings and legal documents sections. Approximately 4'000 documents can be found in the library and almost 2'000 documents are classified and listed in the DCAF Digital Catalogue. The series section consists of some 30 scientific periodicals as well as various studies collections, newsletters and news briefs. Via the DCAF Virtual Library, DCAF staff members also have access to e-journals, databases and electronic news briefs. Additionally, the publications section provides a comprehensive collection of DCAF Papers, including "Working Papers", "Occasional Papers", "Policy Papers", "DCAF Documents" as well as DCAF books and monographs.

2. Operations

2.1 Outreach

Outreach served in 2004 again as DCAF's 'reconnaissance' section and performed four main functions in order to prepare the ground for DCAF engagement in new 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. During 2004, such areas included Central and Latin America, Ukraine and the Caucasus.

Outreach was also responsible for quality control of DCAF publications.

2.1.1 Civil Society Empowerment

Outreach has assisted in the promotion of civil society research and action, in the context of security sector issues, in several regions:

- *Civil Society Building Project (CSBP) in the Russian Federation*: The final pamphlet of proceedings from the 2003 DCAF-FPC 'Civil Society Building Project', containing a discussion of civil society's role in security sector reform, was published in Moscow in early 2004 and distributed.

- *Civil Society: Mongolia*: The proceedings of the DCAF attended and co-organised 5th International Civil Society Forum (ICSF), which included a “Special Issues Session on Democratic Security Sector Governance”, were published.
- *Ukraine: Civil Society Study*: During 2004 Outreach assisted the production of a book on “Civil Society in the Context of European Integration” by the Centre for Post-Soviet Social and Cultural Studies, including a chapter by the Chairman of the Verkhovna Rada’s Defence Committee, published in April.
- *Ukraine: Summer School*: In August, in cooperation with the Centre for Post-Soviet Social and Cultural Studies (Ukraine), the Taras Shevchenko Pedagogical University and the NATO Liaison Office in Ukraine, the ‘Kremennaya Summer Academy on Ukraine in the Euro-Atlantic Context’ (August 15 - 20, 2004) brought together academics and representatives of civil society institutions from Ukraine, Belarus and the Russian Federation to discuss security governance issues in a civil society context. Presentations on European integration, civil society, European security policy and political-public relations were given in the mornings while in the afternoons seminars were used to discuss the issues in greater details. A special seminar was dedicated to the funding policies of major Western donor organisations. The activities promoted NATO-Ukraine 2004 Target Plan objectives I.1.A.3 and I.1.A.7.

2.1.2 DCAF-IPU Handbook on “Parliamentary Oversight of the Security Sector”

Originally a product of the Think Tank PCAF WG in 2003, DCAF produced, in close cooperation with the Inter-Parliamentary Union, a handbook for parliamentarians, parliamentary staff, and other interested parties in civil society and media organizations, explaining the ‘Principles, Mechanisms and Practices of Parliamentary Oversight of the Security Sector’.

Conceived to be useful for parliamentarians of all nationalities, providing comparative information on norms, national practices and educational data on the activities of the security sector, the translation, dissemination and launch of new versions of the Handbook continued during 2004. In addition, the English, French and Spanish versions were all reprinted in second editions.

2.1.2.1 DCAF-IPU Handbook: Translation and Dissemination

Translations of the Handbook into Georgian and Romanian were published in March 2004, followed by versions in: Bulgarian, Croatian, Hungarian, Turkish (April); Azeri (May); Armenian (June); Latvian and Russian (September); Arabic and Polish (October); and Mongolian (December). During 2004 translation and editing work began on the Farsi, German, Kyrgyz, Indonesian, Portuguese, Slovenian, Timorese (Bahasa), and Urdu versions for planned publication during 2005. Negotiations will continue during 2005 to produce other language versions in the Middle East and Central Asia, preliminarily the Kazakh, Tajik, Uzbek, and Turkmen versions, although 2005 will probably be the last year of the sustained translation and publication programme. Each translation has been made available on the DCAF website.

2.1.2.2 DCAF-IPU Handbook: Launching Events and Workshops

To facilitate understanding of the ideas in the Handbook, the International Projects (IP) and Outreach departments continued Handbook promotion events in partner countries which were then followed up by specialised workshops. The workshops brought together senior policy makers, parliamentarians and parliamentary staffers of the host country with both local security sector experts and parliamentary oversight specialists from the Euro-Atlantic area. Local partners were also involved whenever organisational assistance was offered. Most launch events were held at the national parliament itself.

During 2004 Outreach organised, and participated in, launch events and workshops in Baku (October 2004), Budapest (May 2004), Istanbul (May 2004), Moscow (November 2004), Riga (September 2004), Tbilisi (June 2004), Ulan Baatar (November 2004) and Yerevan (June 2004), and participated in IP organised events in Bucharest (March 2004), Sofia (June 2004), and Zagreb (May 2004).

The following workshops were co-organised with and/or assisted by local third parties: Baku (GTZ Baku); Budapest (Zrinyi Miklos National Defence University); Istanbul (TESEV); Moscow (FPC); Riga (Latvian Defence Ministry);

Tbilisi (Atlantic Council of Georgia); Ulan Baatar (Swiss Embassy to Mongolia); and Yerevan (OSCE Office in Armenia).

Workshops during 2005 are currently planned for the Arabic-speaking world, Belarus, Brazil, East Timor, Indonesia, Iran, Moldova, Pakistan, Poland and Slovenia. Additional follow-up workshops will also take place in countries where the handbook has already been launched.

2.1.3 NATO Political and Economic Directorates

In June 2004, during meetings at the NATO Political and Economic Directorates organised by Counsellor Kurt Kunz and his team at the Swiss Mission to NATO, the Economics Council requested that the book be distributed to all national representatives, and the Political Affairs Directorate proposed that the book be distributed as recommended reading for all PAP-DIB (Partnership Action Plan – Defence Institution Building) and IPAP (Individual Partnership Action Plan) signatories, as part of their partnership process.

2.1.4 UN DDA Forum

The Handbook was also launched in a UN DDA forum for the first time in October 2004 where particularly the translation programme was favourably acclaimed.

2.1.5 Venezuela

In February, the Instituto Gutierrez Mullado (Madrid) promoted the Spanish version of the DCAF-IPU Handbook to Venezuelan MPs and civil society representatives at a seminar in Caracas, Venezuela.

2.1.6 Legal Political Assistance Group (LPAG)

2.1.6.1 Events

Members of the LPAG participated in conferences on aspects of democratic oversight (Kiev, Ukraine) in April, May and July 2004 (see section on Ukraine). The proceedings of the event in May were published containing the presentations given by invitees. The proceedings of the September 2003 conference were also published in early 2004.

In Russia, LPAG members attended a DCAF sponsored conference at the Foundation for Political Centristism (FPC), Moscow, on the theme 'The Current Status of Civil Military Relations and Security Sector Governance in Russia' at a venue at the Institute of Social Science (INION). The meeting was attended by members of the armed services, parliamentarians, academics, and civil society members. Papers were presented on 'Russian involvement in Peace Support Operations', 'Civil Military Relations', 'Civilian Oversight of the Security Sector', 'Armed Forces and the Political System', and the 'Role of Parliament in Overseeing the Armed Forces'.

2.1.6.2 Law Collections

A volume of expert commentaries on Russia's security sector laws (originally collected and published in English and Russian in Moscow in December 2002 (Russian) and March 2003 (English) by DCAF in cooperation with the Foundation for Political Centristism, was published in Moscow in partnership with FPC.

The programme is a template for the type of cooperation and publication sought with local partners facilitating LPAG involvement, allowing both internal understanding of the legal framework of the security sector in a given country and external comment and constructive criticism of the framework. Similar inventories for Ukraine (with the assistance of the Defence Committee of the Verkhovna Rada and NIISP) and Georgia (with the assistance of the Parliament) were continued in 2004 and are scheduled for publication in early 2005. The contents of each volume will be added to DCAF's Legal Database.

2.1.7 Parliamentary Activities – Parliamentary Assemblies

2.1.7.1 CIS Inter-Parliamentary Assembly

Subsequent to a three-day conference on the CIS Draft Model Law on Peacekeeping held at the CIS Inter-Parliamentary Assembly in St. Petersburg in October 2003, two publications were distributed in 2004: the “CIS Model Law on Peacekeeping” discussed at the conference; and the “Conference Proceedings” (in English and Russian).

Subsequently, the Model Law on Peacekeeping was unanimously adopted at the 23rd Session of the CIS Inter-Parliamentary Assembly April 17th, 2004.

2.1.7.2 NATO Parliamentary Assembly

During 2004 DCAF continued its intense and close cooperation with the NATO Parliamentary Assembly (NATO PA).

Ukraine: NATO PA staff were invited to all DCAF events in Ukraine, which NATO PA also supported generously through experts invited at its own expense.

DCAF-IPU Handbook: NATO PA experts attended several of the DCAF-IPU Handbook launch events.

DCAF/NATO PA ‘Vademecum’ on Oversight and Guidance: Translations: In support of the training seminars for parliamentarians and parliamentary staffers from the EAPC area which are co-organised by DCAF and the NATO PA, a collection of articles on good practice in parliamentary oversight of the security sector in local and international parliamentary forums and other frameworks was published in 2003 as “DCAF Document” No. 4: “Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector and Its Reform: A Collection of Articles on Foundational Aspects of Parliamentary Oversight of the Security Sector”. On requests, during 2004 translations of that document began in Russian, Turkish and Ukrainian, each to be published locally during early 2005 and to be used, in tandem with the DCAF-IPU Handbook, as tools to assist ongoing efforts to underpin democratic oversight and national ownership of security sector issues.

In June 2004 NATO’s Political Affairs Directorate proposed that the book be distributed as recommended reading to all PAP-DIB (Partnership Action Plan on Defence Institution Building) and IPAP (Individual Partnership Action Plan) signatories, as part of their partnership process.

NATO PA Annual Session: DCAF’s Deputy Director attended the 50th Annual Session of the NATO PA 12-16 November 2004 where he launched the DCAF Western Balkans Yearbook, the Russian version of the DCAF-IPU Handbook on Parliamentary Oversight of the Security Sector, and again promoted and discussed the “DCAF Documents No. 4” on “Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector and Its Reform: A Collection of Articles on Foundational Aspects of Parliamentary Oversight of the Security Sector”.

NATO PA Rose-Roth Seminar Azerbaijan: In November, Think Tank Fellow David Law represented DCAF at the 58th NATO PA Rose-Roth Seminar in Baku, Azerbaijan and spoke on the potential of the new Defence Institution Building (PAP DIB) initiative to help countries in the Caucasus region.

2.1.7.3 IPU

DCAF attended the IPU Parliamentary Hearing at the 59th UN General Assembly in New York in October 2004 where its Deputy Director gave a presentation on ‘Parliamentary Oversight of the Security Sector and UN Disarmament and Arms Control Programmes’.

2.1.8 Partnerships

- *Central and South America: War Torn Societies Project (WSP):* War Torn Societies Project (WSP) Latin America continued to seek DCAF involvement in Central and South America in the context of post-conflict reconstruction. The book on ‘Post Conflict Reconstruction of Security Sector Governance in Guatemala: Participatory-Action Research after the Peace Accords’, presenting the findings of the Guatemalan office of the “Latin American Faculty of Social Sciences” (FLACSO), the “Guatemalan

Institute for the Development of Peace” (IGEDEP) and the War Torn Societies Project (WSP) study on security sector governance issues, will be sent to press in early 2005.

- *Russia: Centre for Political and International Studies (CPIS):* CPIS co-organised the CIS PA Conference in St. Petersburg and supervised the production of the two follow-up publications in 2004: the “CIS Model Law on Peacekeeping” and the “Conference Proceedings”.
- *Russia: Foundation for Political Centrism (FPC):* FPC published the 2003 “Civil Society Building Project” proceedings as well as the “Commentaries” volume of the DCAF-FPC collection of Russian security sector laws. It also organised a joint DCAF-FPC seminar on “Civil Military Relations” in Moscow in November 2004.
- *Ukraine: National Institute for International Security Problems of the National Security Council of Ukraine (NIISP):* NIISP assisted with the organisation of a joint DCAF-NIISP-Rada conference in Kiev in May 2004, and participated in the other 2004 DCAF-Rada conferences held in April and July. NIISP also published the materials from conferences held in September 2003 and May 2004 on select security sector reform issues in Kiev.
- *Ukraine: Ukrainian Centre for Politics and Economics named after Alexander Razumkov (Razumkov Centre):* During 2004, the Razumkov Centre translated and organised the launch of the Ukrainian translation of the SIPRI Yearbook on Armaments and Disarmaments sponsored by the Swiss Ministry of Defence. Members of the centre also participated in all conferences held in Kiev in 2004.
- *Ukraine: The Defence Committee of the Verkhovna Rada:* The Defence Committee of the Verkhovna Rada hosted three conferences in Kiev in April (“Defence Budget Transparency and Parliamentary Powers”) and May (“Ukrainian Security Sector Reform”), July (“Personnel Policy in the Defence and Security Sector: Oversight of Senior Cadre Appointments” and “Defence Institution Building: Establishing a Strategic Planning MoD Department”) as well as a meeting in February 2004. The Chairman of the Committee, Georgi Kriuchkov, has been the prime mover in requesting DCAF’s assistance and in setting the agenda of problems which Ukraine was attempting to solve even before the dramatic events of November-December 2004. The Defence Committee has also assisted in the compilation and imminent publication of Ukrainian security sector laws (along the lines of DCAF’s respective work in Russia).

2.1.9 Assessment Missions

DCAF has assisted, within the limits of its capacities, ‘needs assessments’ of the international community on the current status of security sector governance.

- *Guatemala:* CAF’s Deputy Director visited Guatemala in February 2004 for an assessment exercise on behalf of WSP Latin America. The visit included a conference on security sector reform and meetings with parliamentarians, including representatives of the ‘Junta Directiva’ and the President of Congress Mr. Francisco Rolando Morales Chavez. In June, Lt. Gen. Beltran conducted follow-up meetings.
- *Nicaragua:* In February 2004, DCAF carried out a similar assessment assistance mission for WSP Latin America in Nicaragua that included interviews with Nicaraguan Defence and Internal Security Committee representatives on the status of security sector reform in the country and also a meeting with Nicaragua’s Defence Minister, Jose Guerra. In June, Lt. Gen. Beltran conducted again follow-up meetings.

2.1.10 Georgia – UNOMIG Police Standards Mapping Survey

In September 2004, DCAF conducted a two-week mission to Georgia at the invitation of SRSG and Head of UNOMIG, Ambassador Heidi Tagliavini, to explore possibilities of a DCAF project support for UNOMIG Civilian Police (CivPol) and the UN Human Rights Office (Sukhumi) on both sides of the ceasefire line between Georgia and Abkhazia.

The mission entailed identifying needs in training, materials, communication, transportation and political variables affecting the public security issue in the region for UNOMIG. The report was delivered to UNOMIG in November. It may serve as an element for further discussion of the issue by international actors. A possible second phase of the mandate may take place during 2005.

As an immediate contribution to information needs in CivPol's area of operation, DCAF arranged for the publication of leaflets about CivPol in the relevant local languages for UNOMIG in early 2005.

2.1.11 Stability Pact for South Eastern Europe

In December 2004, a study on "Defence and Security Sector Governance and Reform in South East Europe: Regional Perspectives" was published analysing the findings of three projects (conducted on behalf of the Stability Pact Table III Quick Start Programme and mandated by the Swiss Department of Foreign Affairs in 2001): "Stability Pact Self-Assessment Studies", the "Needs Assessment in Expert Formation in SEE", and "Transparency in Defence in SEE".

In November 2004, DCAF's Deputy Director attended the Stability Pact Table III Meeting in Skopje where the Western Balkans Yearbook was promoted.

2.1.12 Ukraine: Activities

In cooperation with DCAF partners in Ukraine, a series of conferences and seminars were held throughout 2004, involving hearings on parliamentary oversight of armed forces and security sector law and security sector reform questions, and subsequent publications.

Events involved *inter alia* the then Defence Minister Yevhen Marchuk, the Rada's Defence Committee, MPs, NIISP, and other local partners, as well as focusing on security sector institutional capacity building in the context of the NATO-Ukraine 2004 Target Plan in the Framework of the NATO-Ukraine Action Plan.

In February 2004, the Financial Action Task Force (FATF) voted to lift sanctions against Ukraine as a result of tougher Ukrainian legislation on money-laundering. The issue had been a component of previous conferences on security sector transparency and oversight in September and December 2002 organised by DCAF in cooperation with Rada Foreign Relations Committee and the NATO representative to Ukraine.

Between 22nd-25th March, Dr. Fluri attended the DCAF organised 'Ukrainian Defence and Security Sector Reform Status and Needs Assessment' seminar and associated meetings at the Verkhovna Rada, Kiev. The meetings involved personnel from the Ukrainian Parliament (including the Defence Committee), Defence Ministry, Ministry of Interior and Border Guards.

2.1.13 Other Activities

- In June 2004, the Deputy Director gave a speech on "DDR as a Crisis Management Task" CERI (Centre d'études et de recherches internationales), Paris. The proceedings of the conference were subsequently published and distributed by CERI.
- Also in June he addressed a delegation of Colombian Commanding Officers from the Military School for the Armed Forces of Colombia (Escuela Superior de Guerra de las Fuerzas Armadas Colombianas) visiting Geneva.
- In July he chaired the first Plenary session on "The Challenge to Human Security in the 21st Century" at the Academic Council's of the United Nations System 17th Annual Meeting in Geneva.
- In September he represented DCAF at the Annual Conference of the European Union Institute for Security Studies, Paris .

2.2 International Projects

Combining DCAF in-house expertise with a wide network of external experts and partner institutions, the International Projects Division (IP) concentrates its activities, that focus mainly on the Balkans, in the following main areas: border security and integrated border management, parliamentary assistance, which includes seminars on a wide range of topics for parliamentarians, parliamentary staff training, and review of draft legislation and strategic documents, senior-level advice on security sector reform, demobilisation and retraining. IP has also engaged itself in the area of intelligence reform, legislation overseeing intelligence services, defence reform, crisis management legislation, and in networking young academics and professionals from South Eastern Europe (SEE) in the area of defence and security policy.

IP develops and implements its projects in close cooperation with partners in SEE, as well as international partner institutions, including the Bonn International Center for Conversion (BICC), the Center for Civil Military Relations (CCMR) in Belgrade, the Center for Security Studies (CSS) in Sarajevo, the Danish Center for International Studies and Human Rights (DCISM), the European Commission (EC), the International Organization for Migration (IOM), NATO International Secretariat, the NATO Parliamentary Assembly (NPA) in Brussels, the OSCE, its Parliamentary Assembly (OSCE PA), and Missions in the field; the Regional Arms Control and Verification Assistance Center (RACVIAC) in Zagreb, the Szeged Centre for Security Policy, and the Stability Pact for South Eastern Europe, and the United Nations Development Program (UNDP). In fact, over two thirds of all IP activities are conducted as part of various partnership arrangements, many of which 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.

In the case of NATO PA, DCAF funds one position and 4 annual training events in Brussels for new parliamentarians and for parliamentary staff. As for DCISM, one of IP's staff members is physically located in their premises in Copenhagen, where joint projects are foreseen in the areas of parliamentary staff assistance and demobilized soldiers.

IP's work schedule is very dense. In 2004 in South East Europe alone, for instance, IP has completed 48 separate projects or events. An example of DCAF's recognised contribution in the field of security sector reform in the Western Balkans – specifically on border security reform – was an explicit invitation from the European Commission, NATO, OSCE and the Stability Pact for SEE that DCAF be included in the Way Forward Document and the subsequent follow-up process of the Ohrid Regional Conference on Integrated Border Management.

2.2.1 Border Security Programme

Background

Recent changes in the perception and understanding of security have made effective and efficient border security systems a basic requirement for all states and over the last few years border security has risen to the top of the international political agenda. In effect, border security plays an essential role in ensuring the effective protection of a state's boundaries, thereby contributing to the preservation of its citizens' sense of safety and to the strengthening of a state's legitimacy and integrity. In short, one can say that despite the challenges to the autonomy of individual states due to the increasing levels of globalization and integration, border security has retained its political and functional importance. All States should therefore have a pre-eminent interest in providing for an effective border security service.

In order to assist the Western Balkan (WB) governments in the creation of a reliable and efficient border security systems, DCAF has developed a programme intended to address the strategic needs and issues involved in this process. The aim of the DCAF Border Security Programme is to provide assistance that is as comprehensive as possible, ranging from national capacity-building through to the development of regional cooperation mechanisms. The programme has been established for the governments of Albania, Bosnia and Herzegovina, Croatia, Macedonia, and Serbia and Montenegro, with activities aimed in particular at the respective Ministries of the Interior, responsible for border security. DCAF appreciates that Croatia, who has already been invited to negotiation talks by the EU, is willing and able to assist its neighbours through the sharing of its own national experiences.

To help guide DCAF in this process, an International Advisory Board (IAB) of senior border security officials and experts from Estonia, Finland, Germany, Hungary, Russia, Slovenia and Switzerland has been established. In the

future, the possibility of appointing new members to the Board certainly exists, with interest already expressed by Bulgaria, France, the Netherlands, Poland, Romania, Spain and Sweden, most of which were already involved in several activities.

Through a series of tailor-made workshops entitled “Lessons Learned from the Establishment of Border Security Systems”, DCAF is, together with the above donor countries, offering an inside look at how different developed countries developed their own respective systems and what lessons they learned in the process.

This programme, which has been running since November 2001 and will continue until at least 2007, is composed of five phases.

As described in detail in the last Annual Report (March 2003 – March 2004), the First Phase of the programme started with a series of interactive workshops. These workshops focussed on conceptual clarification and the elaboration of key principles for effective border management by providing participants with access to the knowledge, experiences and practices of other European border security services.

In the Second Phase, which started in 2003, the programme has taken a different approach in which the general overviews of national border security systems have been replaced with analysis and discussions of specific topics of crucial importance in achieving success in modern integrated border management. These topics range from legal reform to training and education and risk analysis and a detailed Coast Guard programme has also been included as part of the Second Phase. DCAF has invited senior specialists to provide expertise on the priority areas under discussion and all donor countries have been asked to present detailed analyses and recommendations for participants on selected topics.

The Third Phase, which started in 2004, aims to use the knowledge gained in the first two phases, in specific projects tailor-made for regional commanders, station commanders and young cadets respectively. These projects include an Advanced Distance Learning Course, Operational Guidelines and Job Descriptions, and an annual conference for Future Leaders.

The Fourth Phase aims to extend the “lessons learned” series to other regions, notably the extended Black Sea Region and – possibly – the Middle East and North Africa.

The Continuation of Phase Two

The second phase, with its practical focus as reflected in the working groups, serves to reinforce the achievements of the first phase of the project. After having built the general framework of their border security systems, it allows participant countries to work on strategies related to specific elements of their organizational structures. The International Advisory Board assists in developing these strategies if the demand arises.

The whole plan of activities for 2004 – 2005, designed to support the creation and development of reliable border security systems that will be in line with EU requirements, has been drawn up according to the demands of South Eastern European countries. In 2004, the second phase of the Border Security Programme continued with a variety of working groups focusing on the following priority areas:

- Legal reform
- Strategic and organisational structure, leadership and management
- Logistical support
- Education and training
- Risk analysis, criminal investigation and intelligence
- Blue border surveillance

In the areas of **legal reform** and **leadership and management**, no further working group meetings were held in 2004. These working groups will, however, continue their activities in 2005. The Legal Reform Working Group will look into the relevant EU legal standards in the field of Border Security and the process of harmonizing domestic laws and sub-law with the EU acquis. The Working Group on Leadership and Management will look into the

development of a comprehensive planning system, which would cover national headquarters, regional centers and local stations.

The work in the area of **logistical support** was continued in 2004 by two working groups: the “Smart Borders Projects Working Group” and the “Technical Assistance Project Management Units” (TAPMU) Working Group. The “Smart Borders Project” aims to develop the project-leader skills of pre-selected specialists from the technical and logistical branches of the Border Guards. The TAPMU Working Group is focused on building a cluster of expertise within the Western Balkan border guard organisations for the preparation of quality project documents, with a view to accessing any EU or other funding that may be available to the Western Balkan countries.

The first “Smart Border Project” Working Group meeting and the second TAPMU Working Group meeting took place in April 2004, in the Regional Arms Control Verification and Implementation Assistance Centre (RACVIAC), in Bestovje, Croatia.

The second “Smart Border Project” Working Group meeting took place in October 2004 in Rovinj, Croatia. In the course of this meeting, top international experts presented to their colleagues from the Western Balkans the green border surveillance systems used by their respective border guard organizations.

The first workshop covering the issue of **education and training** was held in March 2004 in Lübeck, Germany. Through the presentation of different training and education systems developed by leading European border security agencies, the workshop explored the values and skills that are necessary for career development, and looked into the role of training and education in modern border security organisations.

A working group on education and training, made up of experts from the Western Balkan border security services, was set up following the workshop in Germany, to discuss the development of quality education and training programmes in border guard organisations. Two working group meetings took place in May and June 2004, in Hungary and Bosnia and Herzegovina respectively.

In November 2004, DCAF convened the “Advisory Board for Education and Training”, comprising the senior education and training experts from the border services of Estonia, Finland, Slovenia and Hungary. The first meeting of this advisory board took place in Frankfurt, Germany. The aim of the meeting was to discuss the contents and the publication of the handbook entitled “Developing Border Guard/Border Police Education and Training System”. The book will provide information for the beneficiary countries on how to develop their border security training and education concepts. The meetings of the “Advisory Board for Education and Training” will continue in 2005.

A workshop on **blue border surveillance** was held for the first time in August 2004 in Helsinki. The workshop focused on the EU requirements for the management of maritime borders, covering both blue border surveillance and border checks in ports.

Following on from this workshop, a working group was formed and the first working group meeting on “Blue Border Surveillance”, took place in Málaga (Spain) in October 2004. Jointly organized by DCAF and the Spanish Guardia Civil, the event was beneficial for all services seeking to explore the different possibilities that exist with regards to blue border surveillance, and the role and place of the coast guard in border security.

Following the review of the Nordic approach to blue border surveillance in Finland, and the visit to the EU Ad Hoc Centre for the Surveillance of Maritime Borders in Spain, the second workshop on blue border surveillance will be hosted by the Hellenic Coast Guard in April 2005, to show the Greek system of blue border control as well as the work being done by the EU’s “Eastern Sea Border Centre”.

The final topic in the second phase of the Border Security Programme is **risk analysis, criminal intelligence and investigation**. The initial workshop was held in Frankfurt, in December 2004. The aim of the workshop was to highlight the ways in which risk analysis, criminal intelligence and investigation functions are closely linked with other border guard duties.

Phase Three: extension of activities to regional commanders, station commanders, and young cadets

Whilst phase two has targeted chiefs of services, their closest staff and senior experts, requests from participating countries encouraged DCAF to extend its programme. The third phase of the programme now includes activities for three other levels: regional commanders, station commanders and young cadets.

Advanced Distance Learning (ADL) course for regional commanders: Three meetings of the "International Advisory Board for Border Security" took place in 2004, involving detailed discussions on the ADL curriculum and on the preparation of the individual teaching modules. Scheduled now to be launched in February 2006, the ADL course will serve as a cornerstone for a future "Western Balkan Virtual Border Guard Academy", DCAF hopes eventually to help to establish in the region. As reported last year, the content of the curriculum will be drafted through a close collaboration between members of DCAF's "International Advisory Board for Border Security". The specialists at the Zurich "Federal Institute of Technology" (ETHZ) will be responsible for transforming the curriculum into an ADL module. Whilst curriculum material will be translated, the seminar courses will be given in English. With a view to ensuring that by the beginning of the course in February 2006 all participants will have the prerequisite language skills, English courses were organized during 2004 for participants by their national authorities, while in 2005 DCAF will organize international language training modules outside the region that will bring together, for the first time, the course participants. Once implemented, the interactive learning environment of the ADL module will bring together border guard commanders from across the region to foster learning, exchange of experiences and stronger regional cooperation.

Courses for Station Commanders : In the spring of 2004, a special course for station commanders was run to provide them with practical training on how to organise and carry out border checks and green and blue border surveillance at the individual station level.

The first two courses were held in Hungary in May and June 2004. With the help of the Hungarian Border Guards, participants were familiarized with the planning and organizing of everyday activities of border police stations in Hungary. The third and fourth course for Border Security Station Commanders took place in the "Education Centre of the Slovenian Police" in Gotenica in September 2004. These two courses focused on the Slovenian training system and the organisation and planning of activities within the Slovenian Border Police.

Summer Camp for Future Leaders in Border Security: For young cadets, DCAF organized the first "Future Leaders Summer Camp" at the Swiss "Mountain Warfare School" in Andermatt, in August 2004. The Camp aimed at bringing together border guard cadets of EU member states and Western Balkan countries with their peers from the civil society and academia who are interested in security policy issues. In total, 58 participants from 11 different countries participated in this event. The summer camp will now, thanks to the generous support of the Swiss Army, become an annual event that serves as the basis for cooperation between future leaders of border security organizations in Europe.

Activities of the "Border Security Programme" are regularly evaluated by project beneficiaries. The evaluation of DCAF activities that were implemented in 2004 will take place at the "Annual Review Conference", which will take place in late February 2005, in Skopje, Macedonia. Hosted by Dr. Vlado Buckovski, Prime Minister of the Republic of Macedonia, the conference will be attended by the Ministers of Interior of all the Western Balkan countries. During the Conference, the Ministers and the Chiefs of the various Border Police Services involved in the Programme will present their achievements in the period of 2003-2004 and approve the Annual Plan of Activities of the Border Security Programme for 2005 - 2006. Under this plan no fewer than 36 training segments, normally of 4 to 8 days duration, are planned for 2005 alone.

2.2.2 Security Strategy Advisory Project (SSAP)

The DCAF Security Strategy Advisory Project (SSAP; previously ISAB) aims to assist governments in dealing with the strategic issues and challenges linked to their ongoing security sector reform, such as the drafting of security and defence strategies and the restructuring of security sector institutions. SSAP also aims to foster the existing, and facilitate new, regional security cooperation initiatives.

The aim of the project is to provide assistance when and where it is required, always in close cooperation with the national government. The assistance ranges from ad hoc advisory visits and focused workshops to the expert review of draft laws, strategies and action plans. The assistance within the SSAP framework can be made available on a

very short notice and is provided in good faith, carefully taking into account the needs and requirements of the requesting government, so as to avoid putting at risk the national ownership of the reform agenda.

In 2004, within the SSAP framework, DCAF responded to a multitude of calls for assistance from Serbia and Montenegro, Bosnia and Herzegovina, and Macedonia.

Our cooperation with **Serbia and Montenegro** remained very intensive during the current reporting period, notwithstanding the problems of the post-elections government formation in early 2004 and the change at the helm of the country's Defence Ministry. The activities in the first half of the year focused primarily on providing advice to support the further restructuring of the Ministry of Defence and the drafting of the country's new Defence Strategy. This assistance was provided through a series of bilateral meetings between DCAF experts and the relevant Ministry representatives. The Defence Strategy was finally adopted in November 2004, opening a door to the preparation of the country's first Strategic Defence Review (SDR).

In close coordination with the Assistant Minister of Defence of Serbia and Montenegro in charge of the Strategic Defence Review, DCAF has put together an assistance package consisting of a series of briefing and brainstorming sessions for the designated SDR team of the Ministry of Defence. The first of these activities was the Strategic Defence Review Seminar which took place in Szeged (Hungary), from 10 to 12 November 2004. The Seminar gathered the Assistant Minister of Defence and 15 of his key associates for a discussion on the basics of the SDR process, which was followed by an interactive Scenario Planning Exercise. The SDR support activities will continue in 2005.

In 2004, **Bosnia and Herzegovina** (BiH) has made its first steps in creating the joint, state-level, security institutions, including the State Ministry of Defence. This important move, made possible through a decisive thrust by the international community, was facilitated by the maturing realisation within the local political establishment that the fragmented and uncontrolled security sector is not only inefficient and costly, but also dangerous to the long term stability and development of the country.

DCAF's Senior Advisor for South Eastern Europe held a number of meetings throughout the year with the representatives of the newly appointed BiH Minister of Defence and his staff and advised them on the possible structure of the newly formed Ministry. He also developed strong ties with the representatives of the Office of the High Representative (OHR) and the OSCE Mission to Bosnia and Herzegovina. This resulted in the request, received from the resident international community representatives, for DCAF to provide support to the drafting of the new National Security Strategy. DCAF pledged to provide this support, and will engage actively as soon as it receives the official request from the Bosnia and Herzegovina authorities.

In **Macedonia**, DCAF continued to provide support to the development of crisis management legislation. Following the detailed legal commentary handed over to the Macedonian authorities in 2003, DCAF co-organised the Expert Roundtable on the "Draft Law on Crisis Management" together with the Ministry of Defence of Macedonia. The event, which took place in Skopje on 15 September 2004, was sponsored by Dr. Vlado Buckovski, then Minister of Defence, now Prime Minister of Macedonia. Attended by international and local experts, the event gathered a wide range of opinions and formulated important recommendations for the next draft of the law, including the need to strengthen the role of parliament in proclaiming and overseeing a state of emergency and the need to develop precise institutional mechanisms to prevent the misuse of armed forces during a state of emergency.

Finally, during the "6th International Security Forum", which took place from 4 to 6 October 2004 in Montreux, DCAF presented to the Ministers of Defence and their designates coming from the Western Balkans countries the proposal to undertake a joint "Assessment of Regional Security Threats and Challenges in the Western Balkans". The project aims to analyse the effects of global changes in security in this region, and, most importantly, to review the current security and defence strategies of the countries in the region and recommend ways in which to move forward the process of mutual understanding and do away with the misperception-based threat perceptions that still exist. The project received support from all the Defence Ministers in the region. It will be implemented by a group of regional experts coming from the Ministries, together with a group of specialists to be identified by DCAF. The first meeting of this group will take place in Macedonia.

The Western Balkans of today is on the way to shed the image earned through a decade of war and turn itself into a region of intense security dialogue and reform. Although still faced with the complex legacy of the recent era of dictatorship and conflict, the governments of this turbulent region are increasingly recognizing the importance of

democratising and rationalising their security apparatus. Indeed, their leaders and their public increasingly connect the stabilisation of the fledgling democratic process in the region with the ability to undertake a wide-reaching security sector reform, in spite of all the risks, either perceived or real, that such a reform inevitably entails. The promises of international reaffirmation held by the Partnership for Peace and NATO membership, and the enticing perspective of EU integration formulated at the Thessaloniki Summit in 2003, have propelled the political sobering and multiplied the reform endeavours. This process will continue to require a significant amount of outside nurture, both on the national and regional level. DCAF thus remains fully committed to actively contribute to security sector reform and security cooperation in the Western Balkans, within the rapid response framework of the Security Strategy Advisory Project.

Following the success of our activities in the Western Balkans, several other countries have expressed their interest in receiving DCAF's advisory assistance. Given the latest positive developments in Georgia and Ukraine, DCAF will treat requests from these two countries as a priority. Well worth noting is the preliminary indication of interest received from the Governments of Armenia and Azerbaijan. Based on the existing commitments and the currently available resources, DCAF can assume only a limited number of new engagements within the SSAP framework. Further expansion of the SSAP's geographic foci will therefore be careful and gradual: the cooperation will start with focused and distinct activities, which will hopefully open the door for more comprehensive cooperation programmes in the future.

2.2.3 Parliamentary Assistance in South Eastern Europe

Promotion and development of the parliamentary control of armed forces and the security sector in general is one of DCAF's key areas of interest.

In 2003, upon the invitation by the "Office of the High Representative" in **Bosnia and Herzegovina**, DCAF provided comments on the country's "Draft Law on the Intelligence and Security Agency". Following the adoption of the law, DCAF continued to support the development of intelligence oversight in Bosnia and Herzegovina. On 21 September 2004, DCAF organized the "Workshop on Parliamentary Oversight of the Intelligence Services". The event was attended by key stakeholders, including the representatives of the newly formed state Intelligence and Security Agency (OSA) and Members of Parliament. The Workshop reviewed the experience of intelligence oversight from Belgium, Croatia, Slovenia and Hungary and the role of intelligence in fighting the new, global, security threats.

The positive momentum created by the establishment of the state-level Ministry of Defence in Bosnia and Herzegovina in March 2004 highlighted the important role given to the newly formed "Joint Committee on the Oversight of Defence and Security Institutions of the Parliamentary Assembly of Bosnia and Herzegovina". In November 2004, DCAF staff visited Sarajevo where they met the representatives of the Parliamentary Assembly of Bosnia and Herzegovina. The meeting resulted in an agreement on a comprehensive assistance programme, which will be implemented in 2005. The programme envisages a series of focused workshops for parliamentarians, a study visit of the Joint Committee on Defence and Security to Switzerland and the provision of IT equipment to the Committee.

After the initial lull brought about by significant delays in establishing the ruling coalition in Serbia after the 2003 elections, DCAF parliamentary support activities in **Serbia and Montenegro** were intensified in the second half of 2004.

Both the Director of DCAF and the Centre's Senior Advisor for South Eastern Europe attended the inauguration ceremonies of the new Serbian President, Boris Tadic.

The Serbian translation of the DCAF/IPU "Handbook on the Parliamentary Oversight of the Security Sector" was officially launched at a reception for the Members of Parliament and media on 12 May 2004. The launch was followed by a workshop for parliamentarians, which took place in the State Parliament of Serbia and Montenegro, on 13 May 2004. The workshop examined the role of parliament in overseeing the development and implementation of national security policy, parliamentary oversight of intelligence services, oversight of peacekeeping missions and human rights of the armed forces and the security services personnel.

DCAF experts participated at the Security Course organised by the OSCE Mission to Serbia and Montenegro for the members of the State Union Parliament, which took place from 14 to 17 October in Fruška Gora, Serbia and Montenegro. The course was devoted to intelligence reform and oversight.

On 27 and 28 October 2004, DCAF and the parliamentary staff of the Parliament of Serbia and the Parliament of the State Union of Serbia and Montenegro organised a training event for journalists on defence and security issues. The event was co-funded by NATO, while the logistical and administrative support was provided by the OSCE Mission to Serbia and Montenegro.

Following the visit of Mr. Milorad Drljevic, the Deputy Speaker of the Parliament of Serbia and Montenegro, to Geneva in October 2004, and the participation of the DCAF Director at the Cetinje Parliamentary Forum which took place in Montenegro, from 28 to 30 November 2004, DCAF was invited by the authorities of Montenegro to develop a bilateral assistance programme for their Parliament. It is expected that the programme will be implemented in 2005, after the signing of the Memorandum of Understanding with the Montenegrin authorities.

DCAF parliamentary assistance activities in **Croatia** were marked by the launch of the Croatian translation of the DCAF/IPU "Handbook on the Parliamentary Oversight of the Security Sector". The Handbook was translated by the Parliament of Croatia and launched in Zagreb on 17 May 2004. On 18 May 2004, DCAF organised a workshop for parliamentarians where important issues, such as the role of parliament in intelligence oversight and the oversight of defence budgets, were discussed.

In 2004, DCAF continued to translate and disseminate the **IPU/DCAF "Handbook on the Parliamentary Oversight of Security Sector"** (hereinafter referred to as the Handbook) to parliamentarians and other interested audiences in South Eastern Europe. In addition to the publication of the Croatian and Serbian version of the Handbook (see above), DCAF published and launched the Handbook translations in Romania on 29 March 2004 and Bulgaria on 2 June 2004. In both cases, the launch was followed by a workshop for parliamentarians which presented an excellent opportunity to look into the legislative oversight issues in more detail. For additional information on the IPU/DCAF Handbook launches see section 2.1.2.2.

The Director of DCAF and the Centre's Senior Advisor for South Eastern Europe attended, in November 2004, the meeting of the Defence Committees of the Western Balkan countries in the framework of the Cetinje Forum. DCAF pledged its support for that this regional initiative. The Director was received by, among others, the Prime Minister of Montenegro.

In 2004 DCAF contributed funding and lectures to the **NATO Parliamentary Assembly's New Parliamentarians Programme**, held in Brussels from 11 to 16 July. The event gathered parliamentarians from Macedonia, Bosnia and Herzegovina, Serbia and Montenegro, Armenia and Moldova for a series of presentations by the security institutions seated in Brussels on the current issues and developments in security policy.

2.2.4 DCAF-funded Parliamentary Staff Advisors Programme

During 2004, DCAF continued to implement the Parliamentary Staff Advisors Programme in South Eastern Europe (PSAP). 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 2004, the programme includes 10 Parliamentary Staff Advisors: 4 from Bosnia and Herzegovina, 1 from Bulgaria, 2 from Macedonia, 1 from Romania and 2 from Serbia and Montenegro. As of Spring 2005, the programme will involve 14 Staff Advisors, as plans are being made to extend this assistance to Albania, Croatia and the Parliament of Montenegro.

In 2004, DCAF organised four 1-week training modules for the Staff Advisors. The first, held in Geneva in March, focused on the principles of security sector reform and governance. This event also served as an introduction to DCAF and the PSAP programme objectives. The second training event took place in Brussels, in June 2004. It was held in close cooperation with the NATO Parliamentary Assembly and focused primarily on introducing the Staff Advisors to the mandate and activities of the various international parliamentary assemblies, such as the NATO Parliamentary Assembly, the OSCE Parliamentary Assembly, the Council of Europe Parliamentary Assembly and the European Parliament, as well as to the NATO HQ and SHAPE. The third training event was held in September 2004, again in cooperation with the Nato Parliamentary Assembly, in Brussels. This module focused on 2 topics: border security in South Eastern Europe and intelligence and intelligence oversight. At this event, DCAF convened a group of senior practitioners, members of parliament and academics to share their valuable experience with the Staff Advisors. The fourth and last training module of 2004 was held in Zagreb, in close cooperation with RACVIAC. This event focused on the *parliamentary relations with the media* and the *defense budget analysis and accountability*. All

of the training modules were structured so as to encourage learning through interaction and involvement: participants were made responsible to chair the sessions and were asked to take part in a number of interactive case study sessions which were based on real life scenarios.

The curricula and programs for the training modules has been developed following an assessment of training needs, in consultation with the Chairs of each Security or Defense Committee and with the Staff Advisors themselves. As a natural extension of the training modules of 2004, DCAF plans to focus its training for 2005 around study-visits to foreign parliaments.

2.2.5 Demobilisation and Reintegration Support in the Western Balkans

Based on an analysis undertaken in late 2002 and 2003, the DCAF Demobilisation and Reintegration Programme identified three key foci for 2004: (i) the need to adopt an integrated approach to demobilisation using socio-economic as well as security criteria, (ii) the need to achieve a greater international community engagement and co-ordination and (iii) the need to conduct a more fundamental analysis of the topic.

The analysis had clearly identified the lack of a holistic approach by the international community to demobilisation and reintegration issues in the Western Balkans. Effectively, much of the work within the region was being managed by the security organisations, mainly the military ones. This approach had the effect of limiting the analysis and implementation to a more narrow security based understanding and thus missing, to a greater or lesser extent, the vitally important and more long-term socio-economic aspects.

Pursuant to the DCAF approach, 2004 started with an increase in contact with NATO, the Stability Pact and BICC, in order to reach consensus on a joint *modus operandi* on the best approach to seeking external funding for the 5 Western Balkan countries. DCAF commissioned from the Bonn International Center for Conversion (BICC) a study of demobilization and reintegration efforts in Serbia and Montenegro. However, due to the political difficulties in Belgrade in spring 2004, the publication of the study had to be delayed to early 2005. Toward the end of 2004, DCAF commissioned from the BICC another study, which will focus on the "Adriatic Charter" countries (Albania, Croatia and the Republic of Macedonia) and their progress within the sphere of demobilization, base conversion as their overall progress in defense reforms since the mid- to late 1990's.

In March 2004, DCAF co-organised, with the Stability Pact, a joint meeting of the DCAF Demobilisation and Retraining Working Group in Ljubljana, Slovenia, hosted by the Chairman of the Working Table III, Ambassador Janez Premože. The aim of the meeting was to bring further integration, coordination and coherence to the DCAF strategy, seeking closer international coordination and greater regional empowerment. Event programs are also being coordinated with the Stability Pact and with RACVIAC. In Spring 2004, the head of DCAF's Demobilisation and Retraining Programme, Col. (ret.) Shay Duffy, resigned from his post for personal reasons, much to the regret of DCAF. He was replaced by Marc Remillard, former head of Operations, who now works out of Copenhagen, Denmark. In June 2004, the 4th meeting of the Demobilization and Reintegration Working Group took place in Croatia. The meeting was co-organised with RACVIAC and was primarily focused on the "regional" approaches to demobilization and reintegration. During summer and autumn of 2004, several coordination meetings took place in Brussels, between the 4 partners, DCAF, NATO, Stability Pact and BICC, to continue fine-tuning a regional strategy with regards to the external assistance for the SEE demobilization and reintegration programmes. The aim was to attract the interest of international financial institutions in demobilization and reintegration issues in South Eastern Europe.

Following the decision of Nordic countries to jointly promote and sponsor defence reforms in the Western Balkans, DCAF acted as a facilitator by channelling several funding proposals from the countries concerned to the Danish Ministry of Defence, using its close cooperation with the responsible human resource managers in the various capitals of the Western Balkans. As a result, the Danish Ministry of Defence included in its list of funding proposals the establishment of a retraining centre in Serbia and Montenegro. The funding will be significant and will involve Danish expertise on the ground, training of trainers courses and the running costs of the centre.

In late 2004, upon the request of the Albanian Ministry of Defence, DCAF organized a 1-day workshop gathering several regional and international experts, who presented the experience of their countries. The aim of the meeting was to help the Albanian counterparts in establishing a national demobilization and reintegration strategy.

2.2.6 Young Faces in Security and Defence

As in the previous 2 years, DCAF organised in Geneva from 28 to 30 October 2004 the 3rd Annual “Young Faces Conference”. The conference gathered some 20 young academics, government officials and civil society representatives from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Republic of Macedonia, Moldova, Romania and Serbia and Montenegro, including Kosovo. The participants were selected based on the review of papers written which discussed defence reforms in South-Eastern Europe, the feasibility of the EU regional strategy and the repercussions of the current state of Euro-Atlantic relations on South-Eastern Europe. In 2005, the annual conference series will be complemented by a number of inter-sessional academic and networking activities for the young and upcoming experts and policy makers, including an internet lectures series by leading security policy experts.

3. Special Programmes

Within the framework of internal reorganisation of DCAF in November 2004 a new Division “Special Programmes” has been created, which is headed by the Centre’s Assistant Director Anja Ebnöther. It will cover programmes which are either linked with DCAF’s core activities yet merit to be explored beyond the narrow boundaries of the Centre’s main area of work (e.g. the project “Women and children in an insecure world”) or which are of particular concern to DCAF’s key sponsors (e.g. the “PfP Consortium” or the “International Security Forum” conference series).

3.1 PfP Consortium of Defence Academies and Security Studies Centres

Launched in Zürich in 1998 as a joint US and German “in the spirit of” PfP activity and unanimously endorsed in April 1999 at the Washington NATO-EAPC Summit, the “PfP Consortium of Defence Academies and Security Studies Institutes” has become an important meeting place that brings together both military and civilian security experts. It has been clearly helpful in assisting the countries of the former Warsaw Pact to move towards a new understanding of civil-military relations – while at the same time creating a valuable network in its field of activities. Through its various working groups and “tracks” it offers the participants a comprehensive and valuable set of tools to foster defence reform and training as well as improved civil-military relations. The Consortium has thus become a key element of the Training and Enhanced Education Programme (TEEP) of NATO/PfP.

3.1.1 Governance Structures

The Consortium was originally shaped as a “bottom up” organisation with only very limited central management structures. The initial organisational idea was indeed that of a loose network. While proving highly useful in the initial phase, this structure has over the last few years proven to be increasingly unable to deal with the multiplying demands of a growing organisation, ever more tighter budget realities, and the new challenges of the post 9/11 world. After extended discussions between the key shareholders (US, Germany, Austria, Switzerland, NATO Defence College), in 2004 new governance structures have been initiated that promises the Consortium to improve its ability to cope with the new tasks it is facing – from the changing nature of international security to the mandate of the Istanbul NATO/EAPC summit. The new structure comprises a Senior Advisory Council (SAC; board of directors), and a Consortium Steering Committee (CSC; policy implementing body). In addition, the Consortium Operations Staff, located in at the George C. Marshall Center in Garmisch-Partenkirchen, provides day-to-day operational assistance to the Consortium, while a Communications Committee oversees the Consortium’s publications programme, website, and public information activities. The working level is formed by 10 Working Groups of which some are regionally focussed (Central Asia; Southern Caucasus; Southeast Europe), and some functionally focussed (Combating Terrorism; Security Sector Reform; Military History; Impact of IT on National Security; Euro-Atlantic Security), while two groups (Advanced Distributed Learning; Curriculum Development) are more enablers and useful to the educational community as a whole – both inside and outside the Consortium.

DCAF represents, under a mandate from the Swiss Department of Defence (DDPS), Switzerland’s interests in the Consortium’s governance structures. The Director of DCAF is thus a member of the Consortium’s Senior Advisory Council, and DCAF’s Assistant Director for Special Programmes of the Consortium Steering Committee. DCAF also heads the Working Group on “Security Sector Reform” (SSR WG) and chairs the “Security Sector Track”, i.e. an intermediary working level that coordinates the “Security Sector Reform” and “Combating Terrorism” working groups.

Moreover, the Consortium's "Euro-Atlantic Security Working Group" was chaired until the end of 2004 by Major General Alain Faupin, seconded to DCAF by France from 2001-2004.

Both the SAC and the CSC met in 2004 three times each - the SAC on 4-5 February in Vienna, 14 June in Bucharest, 1-2 September in Geneva, the CSC on 3-5 March in Vienna, 15 June in Bucharest, 1-3 September in Geneva. DCAF was the host of the Geneva meetings (which included also a presentation of all chairpersons of the various working groups to the SAC).

3.1.2 Annual Conference

The Consortium's 7th Annual Conference was held in Bucharest, in June 2004. DCAF, as Chair of the "Security Sector Track", was in charge of a panel on "Combating Terrorism and its Implications for the Security Sector". Chaired by DCAF's Director, the panel addressed (through presentations and a set of papers) the nature of the new post 9/11 threat and its impact on the role, and hence the necessary reform, of armed forces, other security sector agencies (police, border guards, intelligence agencies, international humanitarian law, and parliamentary oversight). The results were published, in co-operation with the Swedish National Defence College, as a book in February 2005.

Furthermore, DCAF presented its work (and specifically that done by the SSR WG) at the traditional "Market Place" of the Annual Conference, i.e. an exhibition that forms one of the core features of each of the Consortium's annual conferences. The 2004 "Market Place" found such a positive echo that NATO/EAPC invited it to its traditional Oberammergau seminar in January 2005.

3.1.3 Security Sector Reform Working Group (SSR WG)

The SSR WG met three times in 2004. In addition, DCAF was responsible for a panel at the Annual Conference in Bucharest on "Combating Terrorism and its implications for the Security Sector" (*cf.* 5.1.2).

The spring meeting was hosted by SIPRI in Stockholm and had three parts:

- Identification, systematization, and discussion of the concrete practical problems and issue that arise in transition countries when engaging in a security or defence reform. The results have assisted DCAF in its internal review of ongoing activities ("Do we truly address the most important issues?") and have helped to prepare a focused SSR WG project on defence reform to be launched in 2005.
- Discussion of the concept and the first draft texts of a new "DCAF Backgrounders" series that has been prepared by DCAF throughout 2004 as a tool to provide to its partners information and expertise in a very condensed (and hence easy to translate) form. Subjects presented included among others: The role of Ombudspersons; Military Justice; Fusion of Intelligence; The role of Legal Departments inside security agencies. From 2005 onwards this new series will be published. The objective is to thus create over time a comprehensive data base on the key aspects of the security sector.
- Planning of the DCAF led panel at the Consortium Annual Conference (*cf.* 5.1.2). Presentations were made by the Director of SIPRI, Ms. Alyson J.K. Bayles, the British Ambassador to Sweden, Anthony Cary, as well as by experts of the West-Point led "Combating Terrorism" WG of the Consortium.

In November the Working Group met in Reichenau, Austria, as part of DCAF's close co-operation with the Austrian National Defence Academy (LVAK) and their "Regional Stability in Central Asia" Consortium Study Group. The meeting – dedicated to "Facing the Terrorist Challenge – Central Asia's Role in Regional and International Cooperation" – was in response to the NATO/EAPC summit in Istanbul, that had given added importance to assistance to Central Asia and the Southern Caucasus. The seminar objective was to learn, on the one hand, how Central Asian states address the task of combating terrorism and, on the other hand, if reforms in the security sector are an element likely to foster in that region a process towards democratization and the respect of human and civil rights. 60 experts from the region as well as from Western Europe participated. The publication of the proceedings is planned for March 2005.

In December, the SSR WG met on invitation of the Zrinyi Miklos National Defence University in Budapest to discuss "After Intervention: Public Security Management in Post-Conflict Societies – From Intervention to Sustainable Local Ownership". The transition from a peace support operation to local ownership of public security is very difficult. The

inability to make that transition may indefinitely extend the need for a military presence by the international community. The conference – after identifying the wide range of political, cultural and technical problems, addressed recent developments in both theory and practice of peace support and public security management. 30 experts from 15 countries participated. A follow-up meeting will take place in April 2005 in Riga, Latvia, again within the context of the Consortium.

3.1.4 The Euro-Atlantic Study Group (EAS)

The EAS met in January 2004 in Bratislava, Slovakia, and discussed “NATO and EU Intervention Capabilities and New Security Challenges for Transatlantic Relations”. 42 experts participated. The results are available electronically (www.pfpconsortium.org) and in hardcopy.

The EAS spring meeting took place in Bologna in April at the “John Hopkins University Bologna Center”. The EAS focused on “Crisis Management Concepts, Capabilities and Mechanisms in the Euro-Atlantic Area”. Four break-out groups further discussed “Prevention”, “Intervention”, “Post Conflict Rehabilitation” and “Transatlantic Relations”. The results are available electronically (www.pfpconsortium.org) and in hardcopy.

In the fall the EAS met in September at the Kodolanyi Janos University College Siofok, in Hungary. “Crisis Management Concepts, Capabilities and Mechanisms in the Euro-Atlantic Areas after the NATO-Istanbul Summit: Impact on the Transatlantic Relations”. The results are again available both electronically (www.pfpconsortium.org) and in hardcopy.

At the end of September Major General Alain Faupin retired and left DCAF. The EAS group will, henceforth, be led jointly by Germany and the USA and will undergo significant structural changes in 2005. It is no longer linked with DCAF.

3.2 6th International Security Forum, Montreux

DCAF, under a mandate of the Swiss Department of Defence and the Swiss Department of Foreign Affairs, acted in 2004 as the main organiser of the 6th International Security Forum (ISF) at the Convention Centre in Montreux from 4-6 October 2004. The ISF is an official Swiss government contribution to the Partnership for Peace. The conference is biennial and held alternately in Zurich and Geneva region. The Federal Institute of Technology in Zürich and the Geneva Centres alternate as main organisers. Montreux served as an ideal conference venue both for the ISF as well as for the autumn meeting of the DCAF International Advisory Board, convened from 3-4 October 2004.

The International Security Forum, which was originally launched by Switzerland in Zurich in 1994, has since then become a key event in Swiss co-operation within the Partnership for Peace Framework and beyond. Designed as a platform for discussion on key issues of international security, ISF brought together in 2004 some 450 international security experts, civil servants, diplomats, military, academics, and representatives of non-governmental organisations. Demand for conference attendance was stiff. Would the available space not have set clear limits hundreds more would have attended.

DCAF's main partner institutions in the preparation of the ISF were the Geneva Centre for Security Policy (GCSP), the Geneva Centre for Humanitarian Demining (GICHD), the Graduate Institute of International Studies in Geneva (HEI), the Center for Security Studies (FS) at the Swiss Federal Institute for Technology in Zurich (ETHZ) and the International Relations and Security Network (ISN), the International Committee of the Red Cross (ICRC) and the PFP Consortium.

ISF addressed in two plenary meetings, six break-away sessions, 24 workshops and numerous side events and meetings on current developments in international security policy and related areas. Main topics included the future of NATO and EU after enlargement, transatlantic relations, the reform of the UN, Partnership for Peace after Istanbul, the fight against terrorism and the proliferation of WMD, risk analysis and critical infrastructure protection, trends in modern information technologies and international security, security and development, Human Security, new challenges for International Humanitarian Law. Prominent speakers included former IAEA Head Hans Blix, Lieutenant General Christophe Keckeis, Commander of the Swiss Armed Forces, Peace Nobel Prize winner Jody Williams, then Defence Minister (and now Prime Minister) of Macedonia Vlado Buchkovski, UNICEF Director Carol

Bellamy, technology expert Dr. Hoffmann from CERN in the plenaries and 140 others in the various other ISF vessels.

DCAF itself participated at ISF with six workshops on the topics "Security Sector Governance in Post-Conflict Situations", "Security Sector Reform in West Africa", "Security Sector Reform in the Middle East", "Violence against Women and Children", "Private-Military Companies" and "Democratic Accountability of Nuclear Weapons". DCAF organised, moreover on the margins of ISF a meeting of its International Advisory Board, a meeting of Defence Ministers from South Eastern Europe, and several expert meetings and project workshops.

For the first time the press had been invited to ISF well in advance - and 45 journalists and 6 TV teams reported on the conference.

Overall responsibility for the organisation was with DCAF's Assistant Director for Special Programmes, Ms. Anja H. Ebnöther. Austria, under an MoU between DCAF and Austrian Ministry of Defence, strongly reinforced the DCAF team responsible for the organisation (some 5 persons) by seconding to the Centre for 15 months the Head of the "Research Management and Organisation Department" of the Austrian "Bureau for Security Policy", Major Ernst M. Felberbauer. Austria further provided three additional staff members during the conference itself and has prepared the electronic recording of the conference proceedings. During the conference DCAF's organisational team was, finally, further reinforced by an IT-specialist from GCSP, two PR-professionals, two US conference-proven volunteers, as well as a dozen Swiss soldiers to setup everything, do the registration and guarantee security and to answer many of the conference's transport needs.

The conference publication as well as an interactive CD-Rom including a 15- minutes video on the ISF will be published in April 2005.

3.3 Co-operation with the Austrian Landesverteidigungsakademie (LVAK)

The close cooperation between DCAF and the Austrian Defence Academy (LVAK) continued throughout 2004. Not only did the LVAK second an officer to the ISF organisational team (*cf.* 5.2), but DCAF and LVAK also jointly organized two seminars together in the framework of the PfP Consortium (*cf.* 5.1.3). In the latter context, Austria furthermore printed the proceedings of the joint meetings of the working groups respectively headed by the LVAK and DCAF. This close cooperation will continue in 2005, the partnership with LVAK being exemplary for the type of balanced cooperation arrangements DCAF is aiming for under its new "Strategy Paper 2005-2008".

3.4 NATO's Political Military Steering Committee (PMSC) Meeting, Geneva

In October 2004, DCAF assisted under a mandate of the Swiss Department of Defence (DDPS) in organising for the 4th time the meeting of the PMSC's "Geneva Forum" in Geneva. The overall title was: "Partners' Involvement in the Transforming Alliance: The Evolving Operational Roles and Capabilities". The meeting was attended by some 100 officers and experts.

4. Other Activities

Formal Visits of the Director to Member Countries and other Partners

One of the tasks of the Director of DCAF is to pay a formal visit to each DCAF member country. 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)
- Macedonia (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)
- Montenegro (28 November to 1 December, 2004)

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), and the Organisation internationale de la francophonie (12 March 2004). Multiple ties have been maintained with all of these organisations. Regular meetings every 6 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 Conversion Centre (BICC), as a member of the Senior Advisory Council of the PfP Consortium, and in many more similar bodies. Other members of the staff of the Centre fulfil similar functions in a 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.

ANNEX 1

International Foundation Council

as of 9 March 2005

Albania	H. E. Mr. Leontiev Çuçi	Ambassador of the Republic of Albania to Switzerland
Armenia	H. E. Mr. Zohrab Mnatsakanian	Ambassador and Permanent Representative of the Republic of Armenia to the United Nations Office and other International Organisations at Geneva
Austria	General Raimund Schittenhelm	Commandant, National Defence Academy
Azerbaijan	H. E. Mr. Araz Azimov	Ambassador, Deputy Minister of Foreign Affairs of the Republic of Azerbaijan
Belarus	H. E. Mr. Sergei F. Aleinik	Ambassador and 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. Mr. Miloš Vukašinović	Ambassador and Permanent Representative of Bosnia and Herzegovina to the United Nations Office at Geneva
Bulgaria	H. E. Mr. Dimiter Tzantchev	Ambassador and Permanent Representative of the Republic of Bulgaria to the United Nations Office and other International Organisations at Geneva
Canada	H. E. Mr. Paul Meyer	Ambassador and 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. Mr. Gordan Markotic	Ambassador and 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 8 th Division (UN, OSCE, Defence Co-operation, CSBM's and Law of Armed Conflicts), Danish Royal Ministry of Defence
Estonia	H. E. Mr. Sulev Kannike	Ambassador, Deputy Secretary General for Defence Policy, Ministry of Defence of the Republic of Estonia
Finland	H. E. Mr. Markku Reimaa	Ambassador and Permanent Representative of Finland to the Conference on Disarmament
France	H. E. Mr. François Rivasseau	Ambassador and 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	Brigadegeneral Karl Schreiner	Head, Staff Division I, Armed Forces Staff, Ministry of Defence of the Federal Republic of Germany
Greece	H. E. Mr. Alexandros Philon	Ambassador, 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. Ms. Mary Whelan	Ambassador and Permanent Representative of Ireland to the United Nations Office at Geneva
Italy	H. E. Mr. Carlo Trezza	Ambassador and 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. Povilas Malakauskas	Under-Secretary of National Defence of the Republic of Lithuania
Luxembourg	H. E. Mr. Yves Spautz	Ambassador of the Grand Duchy of Luxembourg to Switzerland
Macedonia³	H. E. Mr. Tihomir Ilievski	Ambassador of the Republic of Macedonia to Romania
Moldova	H. E. Mr. Dumitru Croitor	Ambassador and Permanent Representative of the Republic of Moldova to the United Nations Office and its Special Agencies at Geneva
Netherlands	H. E. Mr. Chris C. Sanders	Ambassador and Permanent Representative of the Netherlands to the Conference on Disarmament
Nigeria	H. E. Ms. Aisha Margaret Jimeta	Ambassador of the Federal Republic of Nigeria to Switzerland
Norway	H. E. Mr. Sverre Bergh Johansen	Ambassador and Permanent Representative of the Kingdom 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. Mr. José Caetano da Costa Pereira	Ambassador and Permanent Representative of Portugal to the United Nations Office and other International Organisations at Geneva
Romania	H. E. Mr. Ioan Maxim	Ambassador of Romania to Switzerland
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
Serbia and Montenegro	Dr. Predrag Simic	Director of the Diplomatic Academy, Ministry of Foreign Affairs of Serbia and Montenegro
Slovak Republic	Dr. Rudolf Lesňák	Director-General, Defence Policy and International Relations Directorate, Ministry of Defence of the Slovak Republic
Slovenia	Dr. Bojan Potočnik	Under-Secretary, Ministry of the Interior of the Republic of Slovenia

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

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 Pedro Pitarch Bartolomé	Director-General, General Directorate for Defence Policy, Spanish Royal Ministry of Defence
Sweden	H. E. Ms Elisabet Borsiin Bonnier	Ambassador and Permanent Representative of Sweden to the United Nations Office and other International Organisations in Geneva
Switzerland	H. E. Mr. Edouard Brunner	Ambassador, President of DCAF's Foundation Council
	H. E. Dr. Jürg Streuli	Ambassador and Permanent Representative of the Swiss Confederation to the Conference on Disarmament
	Dr. Markus Seiler	Secretary-General ad interim, Swiss Federal Department of Defence, Civil Protection and Sports
Turkey	H. E. Mr. Tomur Bayer	Ambassador, Director-General of International Security Affairs, Ministry of Foreign Affairs of the Republic of Turkey
Ukraine	H. E. Mr. Volodymyr Bielashov	Ambassador and 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. Mr. Edouard Brunner	Ambassador, President of DCAF's Foundation Council
Treasurer	H. E. Dr. Jürg Streuli	Ambassador and Permanent Representative of the Swiss Confederation to the Conference on Disarmament
Secretary	Dr. Markus Seiler	Secretary-General ad interim, 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. Mr. Volodymyr Bielashov	Ambassador and Permanent Representative of Ukraine to the United Nations Office and other International Organisations at Geneva

ANNEX 3

International Advisory Board

as of 9 March 2005

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
Dr. Aleksandr Baichorov	Head, International Security and Arms Control Department, Ministry of Foreign Affairs of the Republic of Belarus, Minsk, Belarus
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
Professor Yevhen Bersheda	Ambassador-at-Large, Ministry of Foreign Affairs, Ukraine
Mr. Carl Bildt	Former UN Secretary-General's Special Envoy for the Balkans (1999-2001); former Prime Minister of Sweden (1991-1994)
Dr. Marcel A. Boisard	Assistant Secretary-General, United Nations; Executive Director, United Nations Institute For Training and Research (UNITAR), Geneva, Switzerland
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, Swiss Federal Department of Defence, Civil Protection and Sports, Bern, Switzerland
Dr. John Chipman	Director, International Institute for Strategic Studies (IISS), London, UK
Dr. Umit Cizre	Associate Professor of Politics, Department of Political Science, Bilkent University, Ankara, Turkey
Professor Dr. Michael Clarke	Executive Director, Centre for Defence Studies, King's College, London
Mr. Peter J. Croll	Director, Bonn International Center for Conversion (BICC), Bonn, Germany
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; Secretary General of the Secretariat for Coordinating the Peace Process (SCOPP); Honorary President, International Peace Bureau; 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

Mr. Pieter Feith	Deputy Director-General for Political and Military Affairs, Council of the European Union, Brussels
Dr. Ivor Fung	Director, United Nations Regional Centre for Peace and Disarmament in Africa (UNREC), Lomé, Togo
Dr. Hans-Peter Furrer	Former Director General of Political Affairs of the Council of Europe
Rt. Hon. Bruce George , MP	Member of Parliament, Chairman of the Defence Committee, United Kingdom
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 El Bindari Hammad	Member, Board of Directors, the Suzanne Mubarak Women's International Peace Movement; Chair of the International Advisory Board, Wagner School of Public Service and Visiting Professor, New York University and George Washington University, Centre for international Health; former Executive Director and Assistant Director General, World Health Organization
Professor François Heisbourg	Director, Foundation for Strategic Research, Paris, France; Chairman, Geneva Centre for Security Policy (GCSP), Geneva, Switzerland; Chairman, International Institute for Strategic Studies (IISS), London, UK
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. 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
Mr. Michael Matthiessen	Personal Representative on Human Rights of the EU High Representative for the Common Foreign and Security, Brussels
Gen. (Ret.) Klaus Naumann	Former Bundeswehr's Generalinspekteur; former Chairman of the NATO Military Committee
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	Ambassador of the Czech Republic, New Delhi, India

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
Dr. Tomas Ries	Director, Institute for International Affairs, Stockholm, Sweden
Rt. Hon. Lord Robertson of Port Ellen	Deputy Director, Cable & Wireless, PLC. Former Secretary General, NATO. Former Secretary of Defence, United Kingdom. Former Member of Parliament
Dr. Sergey Rogov	Director, Institute of USA and Canada, Russian Academy of Sciences, Moscow, Russia
Dr. Adam Daniel Rotfeld	Minister of Foreign Affairs of the Republic of Poland, Warsaw, Poland; former Director, Stockholm International Peace Research Institute (SIPRI)
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 Adviser for Security Sector and Defense Affairs to the Coalition Provisional Authority for Iraq; former Under Secretary of Defense for Policy, US Department of Defense (1994-2001)
Professor Alfred van Staden	Director, Netherlands Institute of International Relations <i>Clingendael</i> , The Hague, 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. Fernando Valenzuela Marzo	Deputy Director-General, External Relations Directorate General, European Commission, Brussels
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
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**

Deputy Head, Konrad-Adenauer-Stiftung Representative Office, Moscow,
Russia

Ambassador Lamberto **Zannier**

Director, Conflict Prevention Centre, OSCE, Vienna

ANNEX 4

Strategy Paper 2005 - 2008⁴

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.

⁴ 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:

- 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, networking, debating, and publishing policy relevant knowledge and expertise (the “lessons learned”) and good 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 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

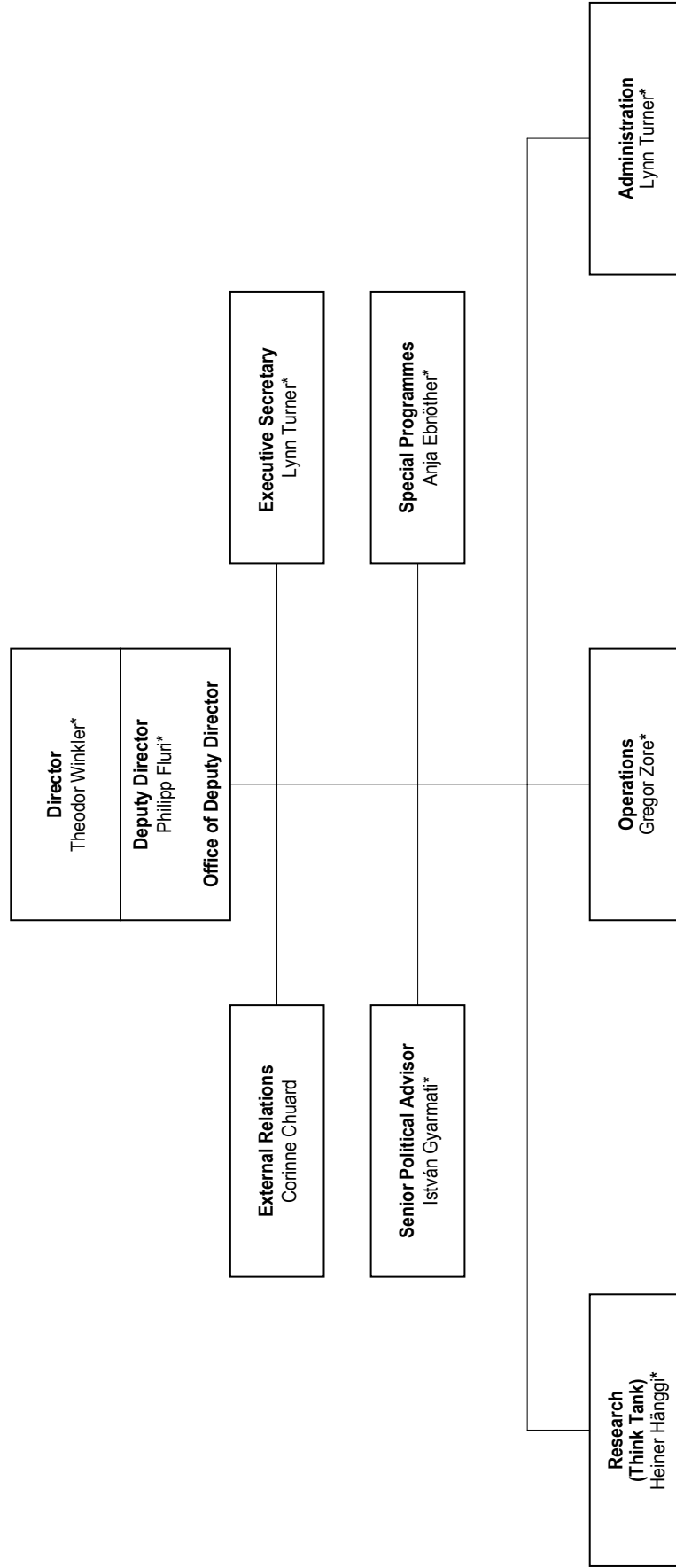
The Council of the Foundation can at any time, at the request of the Bureau of the Council, any of its members or the Director of the Centre, review, modify or amend the "Strategy Paper 2005-2008" with a simple majority. A review of the "Strategy Paper 2005-2008" is mandatory at the end of the four year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

ANNEX 5

DCAF Organisational Charts

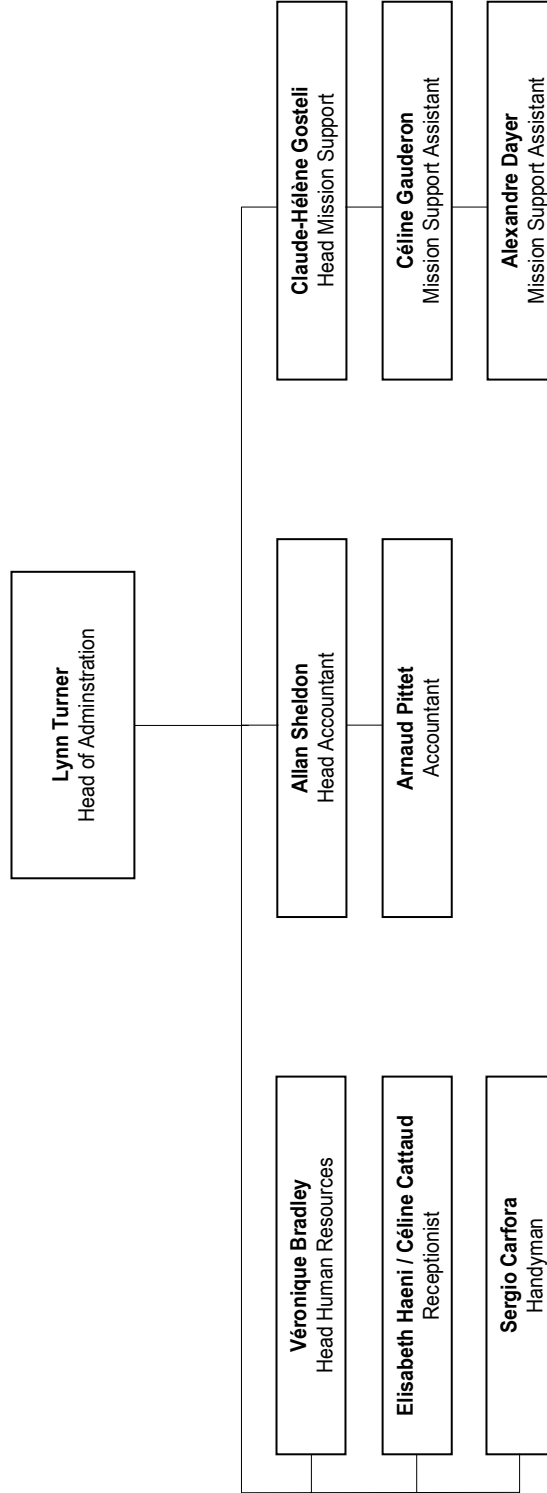
as of December 2004

The Centre

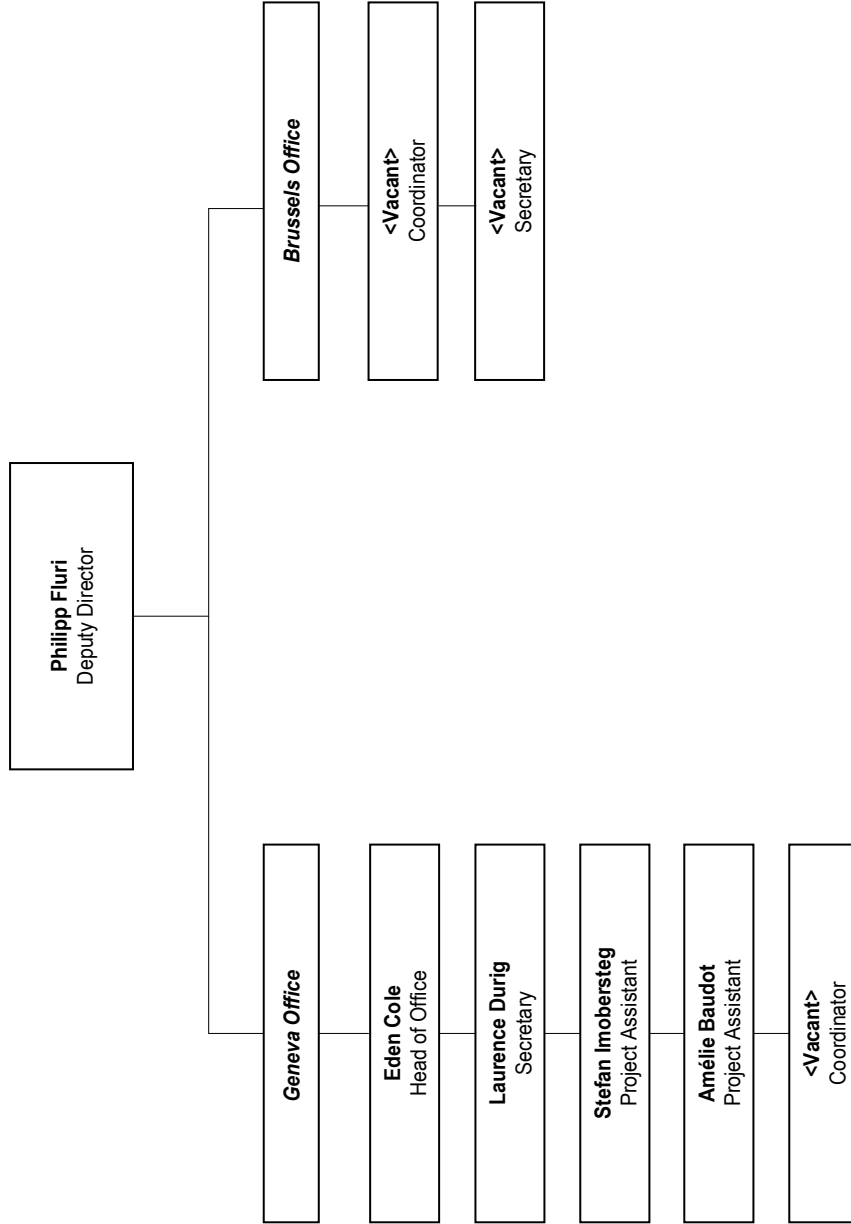


* Member of the Directing Board

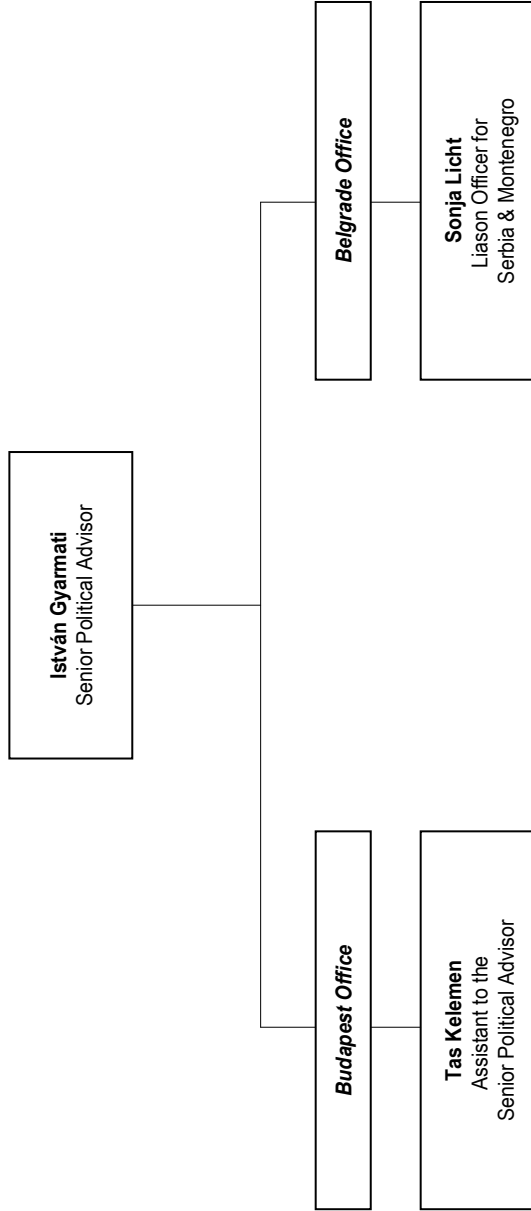
Administration



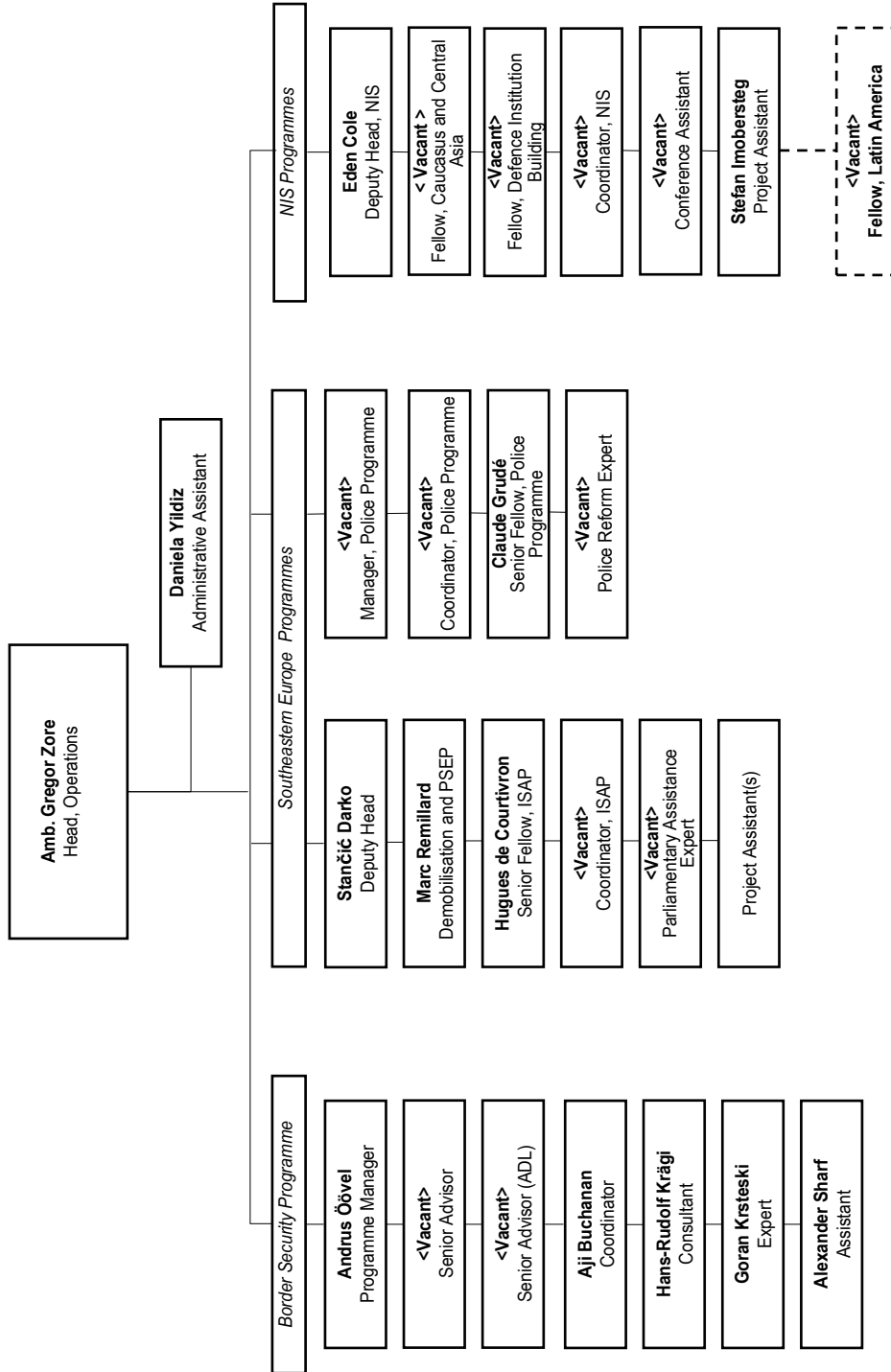
Office of Deputy Director



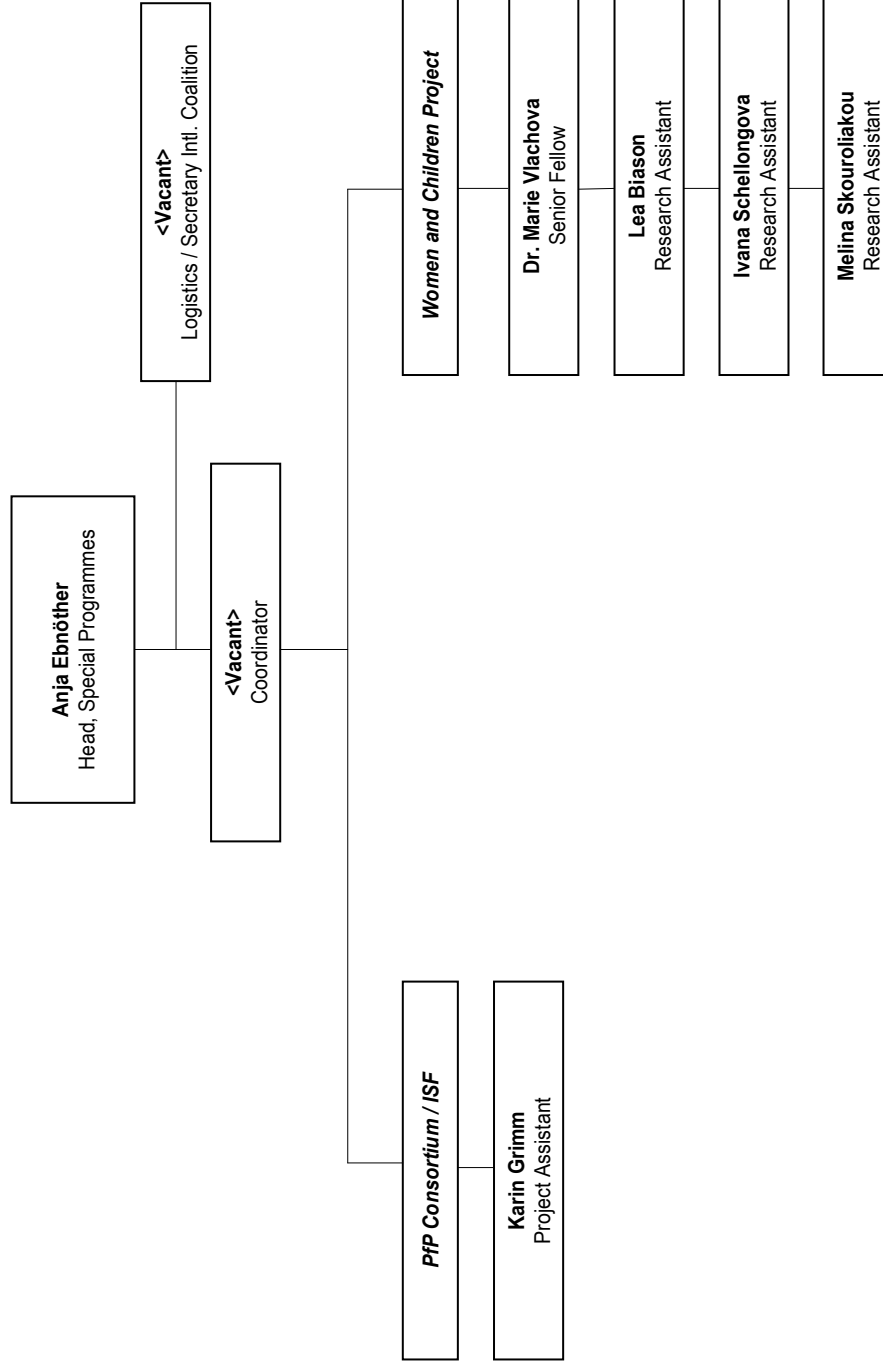
Office of the Senior Political Advisor



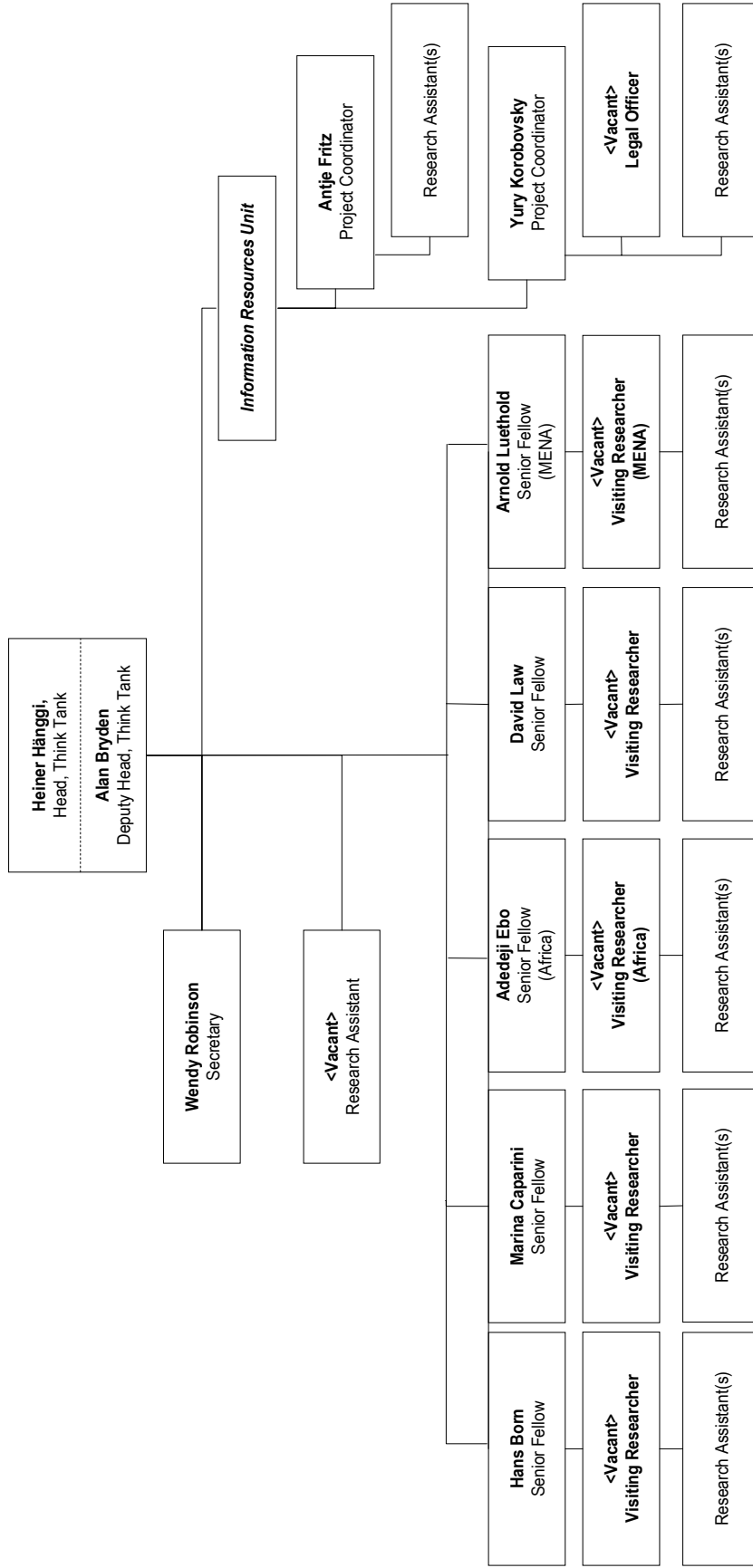
Operations



Special Programmes



Think Tank



ANNEX 6

DCAF Integrated Planning Cycle (IPC)

Guidelines

Purpose

An Integrated Planning Cycle (IPC) approach to DCAF's work programme will complement DCAF's annual planning at global and Divisional levels by providing a better view of the range of DCAF activities across Divisions and providing a dynamic tool for the setting and re-focusing of priorities throughout the year. It is therefore an essential part of DCAF's ongoing shift from a project-based to a programmatic approach to its work. The IPC is therefore geared both towards *priority setting* and *priority adjustment* in light of internal and external change.

An IPC approach should have the following results:

- The IPC should serve to better integrate the work of the DCAF divisions by providing a clear picture of the interlinkages and overlaps between the various activities and consequently to better exploit synergies;
- The transparency of the IPC process will provide a clear view across DCAF of programmatic areas as well as ongoing and planned projects. This will allow for the better identification of priorities and the refocusing of programmes/projects where appropriate.
- Both opportunities and gaps in resource planning, fundraising and personnel commitments should be highlighted and addressed;
- The ability to commit funding and provide the most effective use of central reserves will be accentuated;
- External relations will be more fully integrated into DCAF planning;
- DCAF's ability to anticipate emerging trends/issues and to act quickly and effectively in a dynamic environment will be optimized.

Structure & Objectives

The IPC process is centered around regular 2-monthly IPC meetings with additional meetings convened as required. These meetings, attended by the DCAF Directing Board, Deputy Heads of Division and other DCAF staff on a case by case basis, will follow the general Agenda at Annex A. Key tools for these meetings will be the latest agreed list of *DCAF Programmes & Projects* and *Project Summaries* for specific new and ongoing projects. A number of objectives will be met through these meetings:

- (1) In the first instance, the IPC will identify and agree the Programme areas DCAF is currently focused on and assign current and planned Projects to these Programmes. Within these Projects all related Activities will be described.⁵ Programmes are inter-divisional in nature, i.e. composed of projects from more than one division, projects may be inter-divisional or divisional in nature.
- (2) The agreed list of Programmes and Projects will provide a clear picture of integrated activities and synergies between Divisions and highlight where resources are currently being focused. This list will provide the basis for 'Programme Factsheets' in order to better describe, for internal and external audiences, key programmatic areas of DCAF engagement. A further task of the IPC at this stage will be to examine all projects that do not fit within an extant Programme to consider their 'value added' and, where appropriate, to cut or adapt non-essential activities.

⁵ A *Programme* is a set of related activities with a particular long term aim. Each Programme is made up of a number of *Projects*: individual or collaborative enterprises that are carefully planned to achieve a particular aim (OED). A project may be made up of a number of different *Activities* such as workshops, exercises, publications, translations etc.

- (3) Once these enabling activities have been carried out, the IPC will be a tool for Divisional and inter-Divisional priority setting, refocusing of priorities in the light of changing needs, and quality control of new, ongoing and recently completed projects. To this end, each project presented at the IPC will be described in a DCAF project summary sheet based on the template at Annex B. Approval will not be given for the allocation of resources from one Division to another without presentation of a Project Summary. Key criteria include: identifying the objectives; customer(s); resulting products; required resources (human, financial and other); external funding dimension; reporting requirements; partnering arrangements and media/PR policy.

Tools

IPC Meeting: 2-monthly meetings - or more as required - with an agreed overarching agenda intended to encourage transparency, exploit synergies and facilitate priority setting/re-focusing in DCAF's work.

DCAF Programmes & Projects: List of DCAF's Programmatic activities with a regularly updated list of those Projects and Activities which make up those Programmes.

Project Summary Document: Following an established template, this document outlines the 'what' and 'why' of each DCAF Project covering such issues as objectives, outputs, resources, timelines and partnering arrangements. Presentation of a Project Summary Document is an essential precursor to approval of a new Project.

Conclusion

The IPC process is intended to complement DCAF's overall annual and Divisional planning processes. It is not intended to replace existing quality control mechanisms, in particular DCAF Directing Board decisions taken to ensure transparency and complementarity in decisions over new activities both by individual Divisions and involving cross-Divisional resources. The IPC is intended to allow a better understanding of cross-cutting DCAF activities, to enable flexibility in planning and to better understand fundamental questions of why DCAF engages in certain activities and what are the resulting benefits and costs.

Annex A: Standard IPC Meeting Agenda (Every 2 months)

1. Strategic Analysis / Refocusing Priorities

- Discuss international events and their implications for DCAF activities and priorities (e.g. elections in Ukraine, potential disintegration of Serbia & Montenegro, potential evolution in Kosovo)
- Identify silent trends and their implications for DCAF priorities (e.g. re-emergence of defence reform as a priority issue)
- Address institutional and funding requirements for DCAF priorities (e.g. DCAF response to possible large mandate from DPKO)

2. DCAF Programmes

- Review of DCAF programmes
- Maximize synergies between Divisions involved in the same Programmes
- Assess Programme priorities

3. DCAF Projects

- Present Project Outlines and approve/reject projects
- Identify need for new projects to be initiated
- Weed out superfluous projects
- Merge or re-orient ongoing projects according to changing priorities.
- Assess project priorities
- Post Mortem of recently completed projects
- Attach to each project a PR / External Relations policy
- Determine for each project whether Brussels Office should launch an event to increase support

4. Resource Reallocation

- Personnel
- Finances
- Funding drives

5. External Relations

- Establish Priorities for PR / External Relations
- Review up-coming events / activities to be organized by Brussels Office

Annex B: DCAF Project Summary

Working title					
Project no.		Programme		POC	
Duration (timelines)					
Objective (incl. target audience)					
Short Descriptive (Abstract)					
Output / Products					
Initiated / requested by					
Resources required		Human			
		Financial			
		Other			
Third Party Funding					
Reporting requirements					
Media, PR, Brussels					
Project Partners					
Approved					

ANNEX 7

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".⁶ 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:

1. Government Advisory Programme
2. Parliamentary Assistance Programme
3. Civil Society Empowerment Programme
4. Defence Reform Programme
5. Police Reform Programme
6. Border Security Programme
7. Intelligence Reform Programme
8. 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.

⁶ For DCAF's Strategy Paper 2005-2008 see **Annex 4**.

ANNEX 8

Budget 2005⁷

(in Swiss Francs)

INCOME

DCAF

DDPS core funding	4'800'000	
DFA core funding	3'940'000	
Sweden core funding	410'000	
DDPS PfP related funding	310'000	
DDPS project related funding	300'000	
DFA project related funding	180'000	
Third Party project related funding	800'000	
DDPS logistic grant	600'000	
Other Income	8'000	
Reserves	44'829	
Transitory accounts 2002	900'000	

TOTAL INCOME DCAF **12'292'829**

Services Rendered for Switzerland

Office of President Ogi	133'697	
Other	100'000	

Total Services Rendered **233'697** **233'697**

Grand Total **12'526'526**

⁷ Adopted at the 9th plenary meeting of DCAF's International Foundation Council on 9 December 2004.

EXPENDITURES

DCAF

Council of the Foundation	150'000	
International Advisory Board	180'000	

Salaries Staff	5'225'000	
Social Charges (Employers Part)	942'000	
Local Adjustments Seconded Personnel	380'000	
Other Staff expenditures (Hiring, Relocation, Training, Schooling, Indemnities, Professional Affiliations etc.)	140'000	

Bank and Post Cheque	6'000	
Administration	175'000	
Printing Costs	15'000	
Investments	150'000	
Charges	15'000	
Maintenance and Repairs	10'000	

DCAF General Activities	675'000	
Think Tank	1'300'000	
Operations	2'600'000	
Partnership for Peace related expenses	310'000	

TOTAL EXPENDITURES DCAF	12'273'000	
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Services Rendered for Switzerland

Office of President Ogi	133'697	
Other	100'000	

Total Services Rendered for Switzerland	233'697	233'697
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Grand Total		12'506'697
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RESERVE 2005		19'829
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OVERALL CONTRIBUTIONS TO DCAF IN 2005 (ESTIMATE)

1. Contributions by the Swiss Government

1.1. Cash Contributions

DDPS Core Funding	4'800'000	
DDPS PfP	310'000	
DDPS Projects	300'000	
DDPS Logistic Grant	600'000	

DFA Core Funding	3'940'000	
DFA Projects	180'000	10'130'000

1.2. In Kind Contributions

Rent 11, rue de Chantepoulet	756'000	
Maintenance 11, rue de Chantepoulet	60'000	
Service Centre Support	150'000	966'000

2. Contributions by Other Members and Third Parties

2.1. Cash Contributions

Swedish Core Funding	410'000	
Project related grants and contributions	800'000	1'210'000

2.2. In Kind Contributions

Seconded Personnel	400'000	
Local in kind support	850'000	1'250'000

3. Other Revenue

Transitory Accounts / Reserves	944'829	
Interests, fees, royalties, donations	8'000	952'829

Total DCAF		14'508'829
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4. Services Rendered to Switzerland

DFA: Office of President. Ogi	133'697	
Other	100'000	233'697

Grand-Total		14'742'526
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Geneva, 26 November 2004

ANNEX 9

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