

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

REPORT BY THE DIRECTOR

(Covering the Period January 1999 to March 2001)

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 report regularly on the Centre's activities. He has, moreover, under the terms of the framework agreement concluded between DCAF and the Swiss Federal Department of Defence, Civil Protection and Sports (DDPS) to report regularly to the latter on the progress achieved by the Centre and the use made of the funds put at the disposal of the Centre by the DDPS.

The Report herewith submitted responds to these demands. It is moreover intended as a document to assist DCAF's International Advisory Board in its deliberations on 25-27 March 2001.

The Report covers both the preparatory moves by the Swiss Confederation, notably the DDPS, that led to the launching of the concept of a centre on civil-military relations and the creation of the DCAF Foundation on 27 October, 2000, as well as the work done by the Centre (DCAF) and its staff since then.

2. Preparatory Moves

When Switzerland joined Partnership for Peace (PfP) in late 1996 it declared in its Presentation Document that one of its priorities would be to actively contribute to the democratic control of armed forces. This priority was echoed by every single PfP programme adopted by the Swiss Federal Council ever since.

Consequently, Switzerland has initiated from 1997 onwards a series of projects in this area, notably:

- 2 international courses conducted at the Geneva Centre for Security Policy (GCSP) in 1997 and 1998;
- regular seminars on the OSCE Code of Conduct;
- a support programme in favour of the Albanian, and more recently also the Macedonian, Ministry of Defence in the area of information policy;
- several meetings and seminars in Switzerland under the auspices of the OSCE, with the armed forces of Bosnia and Herzegovina.

The programmes were received positively by those who participated in them as well as by the international community. Yet they were seen, in the first substantive review of the Swiss PfP programme, conducted in the summer of 1998 jointly by the DDPS and the Swiss Federal Department of Foreign Affairs (DFAE), as falling short of what should be expected from a priority sector of Switzerland's PfP participation. It was decided to broaden, to deepen and to further substantiate the Swiss contribution in this critical area.

Consequently, the DDPS created, from 1 January 1999 onwards, a project team under Dr. Philipp Fluri (the current Deputy Director of DCAF). The team's mission was to explore whether there existed an international demand for a new initiative by Switzerland in this area, to outline the possible content of such an initiative, and to practically prepare the ground for its launching.

The team visited, during 1999 and 2000, many of the transition countries in Central, South Eastern, and Eastern Europe as well as Central Asia. It established contacts with close to 200 government institutions, universities, other academic institutions, and NGOs. Its findings were unequivocal:

- The democratic control of armed forces and civil-military relations in general were perceived by practically all institutions interviewed as topics of highest priority.
- In many countries the realization of the importance of the issue contrasted though with difficulties in its practical implementation.
- There was, many felt, a clear need to create an international institution able to document the issues involved, the progress achieved, and the lessons thus learned, to coordinate the various initiatives in this field, and to act as an international clearing house.
- There was, in particular, also a need to create an institution where recipients and donors of assistance would be able to meet on an equal footing to discuss the genuine issues and needs in this area. The countries in transition towards democracy were ill served by "hit and run" projects not adapted to their genuine needs and deprived of a meaningful follow-up. They were, on the other hand, keenly interested to learn from the experience of countries like Poland, Hungary and the Czech Republic, and in establishing long-term working relations with international institutions in view of achieving, on the basis of the principle of "help to self-help", sustained progress in this area.

As a response to these findings the DDPS proposed, in the subsequent 1999 review of the Swiss PfP programme, the creation of a new Geneva centre dedicated to the democratic control of armed forces. Discussions between the DDPS and the DFAE on the exact definition of this new initiative were conducted in the fall of 1999 and the winter 1999/2000. They resulted, in April 2000, in a joint proposal of both ministries, DDPS and DFAE, to the Swiss Federal Council to create such an institution. This proposal was adopted by the Federal Council on 13 June, 2000. At the same time the Swiss Federal Council proposed Ambassador Theodor H. Winkler as the first Director of the new institution, and provided the new Centre with a generous financial support package (reaching in 2004 more than 10 million Swiss Francs).

3. Creation of the Foundation and first Council of the Foundation*

On 27 October 2000, the Foundation Geneva Centre for the Democratic Control of Armed Forces (DCAF Foundation) was created at the Hotel President Wilson in Geneva. 23 governments acted as founding members:

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|-------------------|-------------|----------------------|
| . Albania | . Germany | . Romania |
| . Austria | . Hungary | . Russian Federation |
| . Bulgaria | . Ireland | . Slovak Republic |
| . Czech Republic | . Latvia | . Switzerland |
| . Estonia | . Lithuania | . Ukraine |
| . Finland | . Macedonia | . United Kingdom |
| . France | . Nigeria | . USA |
| . Geneva (Canton) | . Poland | |

The first Council of the DCAF Foundation elected, as members of its Bureau:

- Ambassador Edouard Brunner (Switzerland), President
- Dr. Christian Catrina (Switzerland), Secretary
- Ambassador Christian Faessler (Switzerland), Treasurer
- Ambassador Yevhen Bersheda (Ukraine)
- Mr Martin Holmes (UK)

It, moreover, confirmed Ambassador Theodor H. Winkler as Director of the Centre and adopted the Budget 2001 of DCAF.

The creation of the DCAF Foundation triggered additional international interest in DCAF. Several countries inquired about the possibility of joining the DCAF Foundation. These requests clashed with the statutory upper limit of the DCAF Foundation Council of 30 members.

The Bureau of the DCAF Foundation Council, therefore, decided to propose to the Council and – prior to that – to the DCAF Foundation's "autorité de surveillance", i.e. the Swiss Federal Council, represented by the Federal Department of the Interior (DFI), to amend the relevant Article 8 of the Foundation's Statutes in the sense of abolishing a fixed upper limit of members to the DCAF Foundation Council. The Swiss Federal Council gave its formal support to this amendment on 20 December, 2000.

At the second meeting of the DCAF Foundation Council, which was held on 2 April 2001 in Geneva, seven more countries joined the DCAF Foundation:

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|--------------------------|--------------|
| . Bosnia and Herzegovina | . Slovenia |
| . Croatia | . Sweden |
| . Italy | . Yugoslavia |
| . Netherlands | |

At same occasion, the Bureau of the DCAF Foundation Council decided to hold its fourth meeting in late September 2001 at Kyiv, Ukraine. Furthermore, the Council noted an invitation of the Slovak Government to organize the third meeting of the DCAF Foundation Council in early December 2001 at Bratislava, Slovak Republic.

* This section was amended following the second meeting of the DCAF Foundation Council on 2 April 2001.

4. International Advisory Board

The International Advisory Board (IAB), composed of some of the world's leading experts in DCAF's areas of interest, is a body of utmost importance for the Director of DCAF and his staff. The IAB will be called upon to provide counsel, advice, and support with respect to all projects of DCAF.

Membership in the IAB has continued to grow to currently 33 experts from all over the world. The Board will meet twice per year for sessions of 2 days each. The first meeting is scheduled to be held in Geneva from 25 to 27 March 2001.

5. Building-up the Centre

5.1. Localities

The initial hopes to locate the new Centre, DCAF, next to the two existing Geneva Centres, the GCSP and the Geneva International Centre for Humanitarian Demining (GICHD), in the World Meteorological Organization (WMO) Building could not be realized for lack of sufficient space in that building.

Similarly, the project to locate DCAF in a property, owned by the Canton of Geneva and lent by the DFAE, on the shores of Lake Geneva, the villa Rive Belle, were dashed at the crucial moment, when another interested party rivalled DCAF's bid for that property.

The private property market in Geneva being dried out, the Centre had to cope with a difficult situation. Excellent localities could, however, eventually be found and rented (though obviously at the market price) at 11 rue de Chantepoulet.

The accelerated build-up of DCAF as a result of the strongly positive international reaction to the Centre's creation, obliged the Director and his staff to complement these premises by renting, moreover, an additional floor and a flat in the building at 11 rue de Chantepoulet and, once the rival bid had been dropped, the rent of the villa Rive Belle as a joint conference centre for the three Geneva Centres (DCAF, GCSP, GICHD).

The necessary additional financial means form the subject of a supplementary financial request to the DDPS who has, subject to the agreement of the Swiss Federal Council and the Financial Delegation of Swiss Parliament, agreed to provide the corresponding funding.

The long-term objective remains to house all three Geneva Centres, together with several partner institutions, in the "Maison de la Paix" to be constructed in Geneva by around 2006.

5.2. Staff

The build-up of DCAF's staff is well advanced and – due to the growing number of mandates conferred to the Centre – actually significantly ahead of the original schedule (requiring the rent of additional office space; cf 5.1.)

The initial core of the staff was formed by the project team established by the DDPS from 1 January 1999 onwards. The internationalisation of the staff has though made rapid progress since the creation of the DCAF Foundation in October 2000. Today, permanent staff in Geneva is composed of experts from 9 nations. This number will grow to 12 or more before the end of the year.

Some members of the DCAF Foundation Council are considering to provide DCAF with seconded personnel at their expense (or essentially at their expense), the United Kingdom and the Czech Republic already having taken such a decision in principle.

Utmost care is given to the search of synergies in administrative matters with the other two Geneva Centres (GCSP, GICHD). The three centres share, thus, a common administrative backbone in all areas where such joint procedure is indicated. Similarly, the three centres combine their purchasing power in all procurement matters (from office material, over PCs to airline tickets).

Besides the permanent staff in Geneva, DCAF has initiated the creation of a network of consultants and shared staff throughout the Euro-Atlantic region. Currently staff sharing arrangements exist with NATO's Parliamentary Assembly (1 expert) and the International Institute for Strategic Studies (2 research associates per year) while specific mandates have been given to experts in Belarus, Ukraine, Macedonia and Bulgaria. An office sharing arrangement for the Baltic region is in preparation together with the Geberit Foundation.

Additional, temporary staff elements in the form of dedicated Task Forces may have to be formed within the context of specific mandates conferred to DCAF

6. Activities

The key objective of DCAF is twofold:

- To systematically collect the existing knowledge in the area of democratic control of armed forces and civil-military relations; to deduce from that knowledge the lessons learned and to thereby establish a set of norms, standards and procedures of direct relevance for those in need of such expertise; to network in that procedure all those institutions, organisations and specialists with relevant expertise and knowledge.
- To provide the expertise thus gained in a tailor-made form to all those who are in need of it (governments, parliaments, armed forces, NGOs) as well as to render it freely available to all interested parties through the use of advanced information technologies.

6.1. Networking Knowledge

The Centre benefits in this area of the expertise represented in its International Advisory Board and in its Think Tank. It intends, moreover, to contract out studies and to support the work of other institutions. A key tool for networking the existing knowledge in DCAF's fields of interest will, though, be a steadily growing number of working groups, composed of the best international experts.

Currently it is planned to form, until the end of 2002, a dozen of these working groups:

- Security sector reform;
- Parliamentary control of armed forces;
- The legal dimension of the democratic control of armed forces;
- Transparency-building in defence budgeting and procurement;
- The role of civilian experts in national security policy;
- Democratic control of police and other non-military security forces;
- Civil-military relations in conversion and force reductions;
- Military and society;
- Civil society building;
- Democratic control of armed forces in post-conflict situations;
- Criteria for success or failure in the democratic control of armed forces;
- Democratic control of armed forces in the African context.

The list is, obviously open-ended. Taken together, these working groups shall eventually constitute a network of several hundred experts.

The process of forming these working groups has only begun. The working group on parliamentary control of armed forces is well established, while others are either just forming (security sector reform, legal dimension, transparency building) or still in the early planning stages.

The objective is that each of these working groups meets at least once, ideally however twice, a year. Their work has to be product-oriented, i.e. each working group will be tasked with initiating, and guiding, concrete projects. Such projects can either be books or other publications (particularly handbooks) or specific studies and recommendations in favour of a partner such as a government or a parliament.

Another key tool to collect data, information and knowledge is the creation of so called "Regional Information and Documentation Networks". A first such network is being formed in South-East Europe as part of DCAF's contributions to the Stability Pact (cf 6.2. and 6.3.). Further such regional networks may follow.

The guiding idea is for local partner organizations to be tasked to systematically collect the relevant information (legal texts), to monitor the debate in their region, and to establish a local network of experts, which DCAF's working groups can rely on.

6.2. Providing Expertise

The knowledge and expertise gained through the working groups, the regional information and documentation networks, and the work of DCAF's in-house Think Tank must be put at the disposal of those partners who need it – and in a form that responds to their specific needs and requirements. The Centre envisages essentially three forms of providing expertise:

First, DCAF wants to render as much information and expertise as possible generally available. Instruments for doing so include:

- DCAF's website which is currently still very much in an infant stage, but which must mature into a premier source of information and documentation (virtual library, event

calendar etc.) and serve at the same time as a discussion platform both for the Centre's working groups and for a public debate. The build-up of the necessary staff has begun. Of particular importance will, in this area, also be the close partnership with the "International Relations and Security Network" (ISN) of the Federal Institute of Technology, a highly regarded network initiated in 1994 by the DDPS that has become the world's leading website in international security policy and a solid pillar of the work of all three Geneva Centres.

- A particular role will, over time, play the use of "Advanced Distribute Learning" (ADL) modules and techniques. A close cooperation has been initiated in this respect with ISN and the PfP Consortium of Defence Academies and Security Studies Institute.
- DCAF handbooks. It is planned to publish over time easy to read handbooks in all areas of work that lend themselves to this approach. A first such project has been initiated in partnership with the Inter-Parliamentary Union (IPU) in the area of parliamentary control of the armed forces.
- Publications. The studies and papers reflecting the work of the various working groups and of the Centre's Think Tank will be published (either electronically, or in hard copy, or both). At the same time, DCAF intends to enter into research and publication partnerships with other institutions. So far such partnerships have been entered into with the International Institute for Strategic Studies (joint sponsoring of two Adelphi Papers on security sector reform, respectively on the role of police forces in post-conflict situations, contribution by DCAF to the International Institute for Strategic Studies (IISS) "Strategic Survey" as from the 2002 edition onwards) and Stockholm International Peace Research Institute (SIPRI) (financing of the Russian edition of the "SIPRI Yearbook" and adding of a chapter on the democratic control of armed forces to that edition).
- Workshops, particularly in the area of civil society empowerment. The building of a civil society remains the most difficult, but in many respects also the most crucial aspect in the area of democratic control of armed forces. This endeavour requires the direct contact with NGOs and interested individuals through a multitude of seminars, workshops and conferences. Currently three such workshops are planned in 2001 (two in Simferopol and one in Lugansk, Ukraine).
- The "Regional Information and Documentation Networks" will obviously, once fully established also play a role in disseminating information at their regional levels.
- DCAF's platform function within international Geneva. The Centre will, over time, have to play an active platform role within Geneva's international community. Under a grant from the DFAE, the Centre has launched, as a first step in that direction, a series of luncheon meetings that take place every Tuesday on the premises of the Centre and aim to present DCAF and its work to all other potential partner institutions in Geneva. In the same vein, DCAF has joined the "Comité de patronage" for the up-coming 100th Anniversary of the first Peace Nobel Prize to Henri Dunant. The centenary celebration will include exhibitions, symposia, a "parcours de la paix" through Geneva, and other events. It forms an ideal venue to inform a larger public on the work of the three Geneva Centres and of the proposed "Maison de la Paix".

Secondly, the Centre wants to provide expertise at the multilateral level. DCAF has been mandated, under a separate contract, by the DFAE, to implement four projects in the framework of the Stability Pact's Working table III on the following subjects:

- Organization and conduct of a regional workshop on transparency-building in defence planning, budgeting and procurement matters (to be held in Sofia, Bulgaria, in May 2001).
- Organization and conduct of a series of stock-taking workshops on civil-military relations in all interested South East European countries (1 or 2 to be held in 2001).
- Creation of a regional Internet-based information and documentation network on civil-military matters (implementation initiated with the build-up of the South East European "Regional Information and Documentation Network").
- Assessment of training offers and needs in the area of democratic control of armed forces (creation of a dedicated international working group planned at the up-coming 4th Annual Conference of the PfP Consortium of Defence Academies and Security Studies Institutes in Moscow, Russia, 25-27 June 2001).

This project series is scheduled to be completed by the end of 2002. Additional dedicated funding by the DFAE may be forthcoming.

Multilateral projects are also sought in cooperation with NATO, the OSCE and the Council of Europe. Initial contacts have been established, but clearly must be further deepened and strengthened. Some initial projects have, though, been initiated:

- DCAF will participate, together with the George C. Marshall European Center on Security Studies, in a series of NATO-led training seminars in favour of the Ukrainian parliament (Rada) in Kyiv, Ukraine, in March 2001.
- The Centre will contribute to a workshop on the role of parliamentary defence committees for Bosnia-Herzegovina organized, on behalf of the OSCE, by the DDPS in Switzerland, on 22-26 April 2001.
- DCAF will contribute to the annual seminar organized by the DDPS as part of its PfP programme on the OSCE Code of Conduct.
- A partnership has been established with the Geneva based Graduate Institute of International Studies to establish, under the auspices of the Romanian OSCE Chairmanship, a documentation Centre on the OSCE Code of Conduct and a study on how to further improve the monitoring and reporting mechanisms and practices under that Code of Conduct.

Finally, the Centre wants to provide expertise through bilateral cooperation arrangements with interested partners. The interest for such services seems to be substantial. Thus, DCAF:

- has been asked by the Ukrainian parliament to provide expertise within its current task to redraft the legislation in the area of democratic control of armed forces;
- has been asked by the Ukrainian National Security Council to provide expertise with respect to reforming the police forces of the country;
- has been asked by the Ukrainian parliament to organize in Kyiv, Ukraine, in the fall of 2001, an international conference on parliamentary control of armed forces;
- has been asked both by the government of the Federation and of the Republika Srpska in Bosnia and Herzegovina to provide, in a form still to be determined, assistance in the area of the parliamentary control of armed forces;

- has launched together with the Institute for EastWest Studies a major programme in support of the new governments of the Federal Republic of Yugoslavia (FRY) and of Serbia. The key aspects will be, in a first phase, to provide expertise in the area of re-drafting the existing legislation with respect to the democratic control of the armed forces, police, and secret services as well as in the area of police reform and border guards restructuring, and to coordinate an international effort to provide elements for a possible joint security policy review for the region. This ambitious support programme under a broad mandate by both, the President of the FRY and the Serbian Minister of the Interior, may last several years, but has to yield first tangible results, that can be presented at a conference in Belgrade, Yugoslavia, in late 2001.*

In order to be able to respond in time to these requests, the Centre has asked the DDPS for additional funding of roughly 1 million Swiss Francs for 2001.

6.3. Building Partnerships

Given its objectives to network knowledge and to eventually become a multilateral "Clearing House", DCAF puts a particular emphasis on establishing close partnerships with governments, parliaments and non-governmental organizations. The Centre has, so far, established the following partnerships:

- Centre for European Security Studies (CESS), Groningen, Netherlands:
 - Contracting of a study on the lessons learned and the needs subsisting in the area of the democratic control of armed forces;
 - Co-sponsoring of a conference on "Taking stock on CMR" to be held in the Hague, Netherlands, in May 2001;
 - Support of two workshops on parliamentary control of armed forces to be held in Belgrade, Yugoslavia, in 2001.
- Centre for the History of the Balkans (CIBAL), Sofia, Bulgaria:
 - Hub of the Regional Information and Documentation Network for South Eastern Europe.
- EastWest Institute, New York, USA:
 - Partner in the support project in favour of the governments of the FRY and of Serbia.
- European Research Group on Military and Society (ERGOMAS):
 - Hosting of an ERGOMAS Workshop within the framework of the 4th International Security Forum (ISF) in Geneva, 15-17 November, 2000;
 - Sponsoring of an international research project on "Models of democratic control of the armed forces; a multi-country study comparing effective practices of democratic control";
 - Hosting of the new ERGOMAS website on DCAF's website.

* This paragraph has been amended reflecting the state of affairs by mid-June 2001.

- Graduate Institute of International Studies (GIIS), Geneva, Switzerland:
 - Research project and documentation effort on the OSCE Code of Conduct (under the auspices of the Romanian OSCE Chairmanship).
- International Institute for Strategic Studies (IISS), London, United Kingdom:
 - Sponsoring of two research associates working on Adelphi papers on security sector reform, and the role of civilian police in post-conflict situations respectively;
 - Joint organization of two workshops on the above-mentioned topics in Geneva in late April 2001;
 - Providing of a chapter on the democratic control of armed forces to the IISS "Strategic Survey" from its 2002 edition onwards.
- Inter-Parliamentary Union (IPU), Geneva, Switzerland:
 - Joint project of a handbook on parliamentary oversight of the security sector.
- International Relations and Security Network (ISN), Federal Institute of Technology, Zurich, Switzerland:
 - Technical support for DCAF website;
 - Project of a virtual library on the democratic control of armed forces and civil-military relations;
 - Creation of several special websites (e.g. ERGOMAS) sponsored by DCAF;
 - Close cooperation in the field of e-learning and Advance Distribute Learning (ADL).
- NATO Headquarters, Brussels, Belgium:
 - Co-hosting of, and contributing to, the PfP Workshop on "National Defence Policy and Strategy", organized by the Political-Military Steering Committee (PMSC) on 16-17 October 2000 in Geneva (now an event to be organized in Geneva on an annual basis);
 - Parliamentary training programme (also with George C. Marshall Center, Garmisch-Partenkirchen, Germany) in favour of the Ukrainian parliament (starting on 20 March 2001).
- NATO Parliamentary Assembly, Brussels, Belgium:
 - Sponsoring of the International Secretariat staff member responsible for outreach activities in Central and Eastern Europe who is concurrently acting as DCAF's liaison officer in Brussels;
 - Co-sponsoring of three courses for parliamentarians and parliamentary staff.
- Stockholm International Peace Research Institute (SIPRI), Solna, Sweden:
 - Sponsoring of the Russian version of the SIPRI Yearbook;
 - Inclusion of a chapter on the democratic control of armed forces in both the English and the Russian version of the SIPRI Yearbook.

- War Studies Group, King's College, London/United Kingdom:
 - Mandate to organize a workshop on security sector reform at the 4th International Security Forum (ISF), 15-17 November, 2000, in Geneva;
 - Several follow-up cooperative projects in preparation.

Of particular importance was, in this respect, the Centre's participation in the 4th International Security Forum (ISF), held in Geneva 15-17 November 2000. Organized only a few weeks after the Centre's creation under the able chairmanship of the GCSP, the Forum was a major challenge for the newly founded DCAF. DCAF emerged nevertheless as one of the key co-sponsors roughly 100 of the 400 plus participants of the 4th ISF. It organized two full workshops: one on security sector reform (with the War Studies Group of King's College, London), and one on the parliamentary control of armed forces, which became the genuine launching platform for the DCAF working group "Parliamentary Control of Armed Forces" (PCAF). At the same time DCAF hosted, within the ISF framework, an ERGOMAS workshop on "Lessons learned and up-coming research in democratic control of armed forces". Finally, the Centre organized several so-called "side bar presentations" on DCAF itself, on the "Regional Information and Documentation Network for South Eastern Europe" and on the joint DCAF/IPU project of a handbook on parliamentary control of armed forces.

DCAF will be part of the co-sponsors of the 5th ISF, scheduled to be held in Zürich in the fall of 2002.

To further strengthen, deepen and diversify these partnership relations will be a key task of the Director and his staff in 2001. The close cooperation with the members of the International Advisory Board will play, also in this respect, an important role.

7. Finances

The accounts 2000 show a balanced budget. The Budget 2001 shows, in principle, the same healthy state of affairs. Two aspects need to be highlighted: on the one hand, settling down was more expensive than could be anticipated (cf. 5.1.); on the other hand the very positive international echo that DCAF triggered, led to multiple demands from several countries for swift support. These additional expenses and requests (which oblige DCAF to engage in operational activities much earlier than initially anticipated) create the need for additional funding. The DFAE has, independently of this issue, greatly facilitated the Centre's activities by providing separate funding for DCAF's Stability Pact projects and its platform function within international Geneva.

It is obvious that the Centre's finances should gradually follow the pattern established by the two other Geneva Centres and, in particular, become more diversified in their origin. Currently, the Swiss government continues to assume the task of financing the Centre practically alone. The Director will, in the months to come, approach other members of the Council in view of searching for ways and means to gain additional support from them. This support can take several forms – from a tailor-made assistance to specific projects all the way to the secondment of experts to DCAF. Beyond the purely financial dimension, such a broadening support of the Centre would, above all, reinforce and further diversify its expertise base.

8. Concluding Remarks

DCAF's balance sheet after less than five months of existence is, by all standards, impressive. The Centre has not only been created, but established.

Teething problems have occurred and will inevitably continue for some time, but are, given the swift build-up, not of a truly significant nature.

The key to success will be for the period 2001/2002 to keep the right balance between three simultaneous processes:

- the further build-up of the institution;
- the establishment of the basic knowledge base and network;
- and the urgent calls for early practical operational work.

The Director and his staff will devote great care to finding that balance. They will depend, though, in that endeavour on the encouragement, support, wise counsel and guidance from the key funders, particularly the DDPS and the DFAE, the DCAF Foundation Council, and the International Advisory Board.