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

DCAF

Annual Report
2008

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DCAF in 2008 at a Glance

▶ During the year, DCAF continued its transition from a regional organisation to one with a **global reach**, extending activities into new regions (Afghanistan, Nepal, Southern Africa, Southeast Asia, the South Pacific) and pursuing cooperation with long-standing partners in Southeast and Eastern Europe, West Africa and the Middle East. DCAF's network was strengthened, with regional offices currently operating in Beirut, Brussels, Ljubljana and Ramallah.

▶ The number of **DCAF's programmes** grew significantly, as did the Centre's partnerships, staff and budget. Capacity building, local ownership, strict neutrality and impartiality remained the core principles of the Centre's activities.

▶ DCAF has become a well-known and respected organisation for those who seek advice and practical support in matters of security sector reform (SSR) and security sector governance. In 2008, DCAF supported multiple **operational missions** and provided advice on **SSR strategy development** to governments and multilateral organisations, including the UN, the EU and the OECD.

▶ DCAF completed the set-up of the **International Security Sector Advisory Team (ISSAT)** to reinforce the capacity of the international community to support SSR processes and enhance the effectiveness, quality and coordination of SSR programming. Since its inception, the ISSAT has conducted more than 20 assessment, planning and capacity building missions worldwide.

▶ DCAF remained the leader in **SSR research, capacity building and advocacy** through its SSR sensitisation courses, the release of the *Handbook for Civil Society Organisations on Public Oversight of the Security Sector*, the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* and other tools and products.

▶ DCAF continued to promote the role of **human rights** in SSR and supported a number of initiatives aimed at helping the international community meet the challenges of monitoring and regulating **private military and security companies.**

▶ DCAF maintained its position as the world's leading centre on **gender and SSR** through the release of the *Gender and Security Sector Reform Toolkit* for practitioners and policy-makers. Advocacy programmes and training focusing on gender and SSR were launched in the Western Balkans and Africa.

▶ DCAF continued to offer a broad range of SSR programmes to its partners in **Southeast and Eastern Europe**, including legal advice, parliamentary oversight capacity building, civil society empowerment, as well as defence, law enforcement and intelligence reform.

▶ DCAF's activities in the area of **border policing** expanded through support to the implementation of the Police Cooperation Convention for Southeast Europe, the set-up of the Convention's Secretariat within DCAF Ljubljana and the organisation of the Ministerial meetings in Budva and Belgrade. Bringing national Southeast European border police services into full compliance with European Union standards remains the ultimate goal of DCAF's regional Police and Border Police programmes. Furthermore, police reform figured prominently in DCAF's activities outside Europe.

▶ DCAF further strengthened its activities in **Africa and the Middle East** with the creation of a new Operations division focusing on these regions. Cooperation with the sub-regions of West Africa (ECOWAS) and Southern Africa (the SADC) intensified. DCAF's growing presence in the Middle East found its expression in the expansion of DCAF Ramallah and the creation of DCAF Beirut.

▶ DCAF's presence in **Asia** was strengthened through SSR awareness raising initiatives in Afghanistan, a long-term democratic security governance programme in Indonesia, a regional parliamentary capacity building initiative in Southeast Asia, assistance to the implementation of a national reconciliation and SSR programme in Nepal, and the first democratic security governance needs assessment missions to the South Pacific.

Spreading Our Wings

Throughout 2008, Security Sector Governance (SSG) and Security Sector Reform (SSR) remained at the forefront of international debate. Members of the international community increasingly recognised their fundamental importance in maintaining peace and security, economic development, the rule of law and the protection of human rights and democracy. In light of this, many countries are in the process of establishing the necessary SSR/SSG legislation and implementation structures. At the international level, multilateral organisations are defining their SSR/SSG approaches and creating mechanisms to facilitate greater coordination.

In 2008, DCAF continued the transition from a regional organisation, originally focusing on Southeast and Eastern Europe, to one with a genuinely global reach. New mandates were received and existing mandates were expanded in Afghanistan, Indonesia, Lebanon, Nepal, the Palestinian territories, in the South Pacific and throughout the African continent.

The growing number of mandates led to the reinforcement of DCAF's operational capacities and management structures in 2008.

In February, the International Security Sector Advisory Team (ISSAT) was formally established as a new and fully integrated sub-division of DCAF. The ISSAT provides DCAF with a flexible rapid response capacity on a global scale, conducting more than 20 operational missions in 2008.

Another important step in enhancing DCAF's operational capacities was the creation of a new Operational Division for Africa and the Middle East. Furthermore, integrated task forces for Africa, Asia and Ukraine were established in order to improve DCAF's regional activity planning and coordination.

DCAF's permanent presence on the ground was further strengthened through the establishment of new regional offices and consolidation of existing ones.

A reorganisation of DCAF Brussels was initiated in order to create new entry points for cooperation between DCAF and the European Union. DCAF Ljubljana was established with the support of the Slovenian government in February 2008 to advance the implementation of the Police Cooperation Convention for Southeast Europe and set up the Convention's Secretariat. In addition to its regional office in Ramallah, DCAF expanded its presence in the Middle East and inaugurated a new office in Beirut in February 2009. Furthermore, negotiations are currently underway to open a regional DCAF office in West Africa.

The year 2008 saw a solid continuation of DCAF's well established programmes.

The Centre's cooperation with the European Union and the United Nations was further strengthened.

DCAF continued its work in the development of advocacy tools and training materials on integrating gender and child protection into security sector reform, including the

Gender and SSR Toolkit, and a publication on the role of children and youth in security sector governance.

DCAF's work in the area of private security was further broadened with the support of the Swiss Initiative on the regulation of private military and security companies (PMSCs) and the development of an international Code of Conduct for PMSCs.

In the analytical field, DCAF remained at the cutting edge of the SSR/SSG debate through its various research projects and publications, notably through its yearbook entitled *Local Ownership and Security Sector Reform.*

The year 2008 saw further diversification of DCAF's financial base and a significant increase in governmental contributions, including core and project funding, in-kind contributions and the secondment of personnel. Despite the global financial crisis, DCAF's turnover in 2008 reached 25,1 million Swiss francs.

Trust between DCAF and its partners and donors undoubtedly remains the Centre's most important asset. DCAF's fundamental obligation and strategic objective for the future is to honour this trust through providing quality work. DCAF has become a well known and respected organisation for those who seek advice and practical support in matters of security sector reform and security sector governance. The Centre will do its utmost to justify that confidence.

Ambassador Dr. Theodor H. Winkler
DCAF Director

Cooperation with International Organisations

Intergovernmental organisations play a crucial role in security sector reform and security sector governance. During 2008, DCAF provided expert advice and practical assistance to a number of global and regional organisations at the headquarters level, in the field and through policy-related research.

The following section provides an overview of DCAF's activities carried out in 2008 in cooperation with the following international organisations: United Nations, OECD, European Union, Council of Europe, OSCE, NATO, the NATO Parliamentary Assembly and ECOWAS.

United Nations

The United Nations' involvement in supporting security sector reform in member states spans many decades. Only recently, however, have concrete steps been taken towards developing a coherent and integrated UN approach to SSR. A milestone in this process was achieved in January 2008 with the release of the UN Secretary-General's first-ever report on SSR entitled *Securing peace and development: the role of the United Nations in supporting security sector reform*.[1] The report articulates guiding principles for United Nations engagement in SSR, identifies reform priorities and ways to improve coordination of all UN bodies involved in supporting reform efforts.

Throughout 2008, DCAF contributed substantially to UN SSR activities through assessments, capacity building and policy-related research. The consolidation of the UN policy approaches to SSR required collaboration with various UN agencies in the field, as well as at headquarters level.

Through its International Security Sector Advisory Team (ISSAT), DCAF worked closely with the UN Department of Peacekeeping Operations (DPKO) to develop training and sensitisation courses for UN senior management and field personnel. The development of sensitisation and training courses aims not only to facilitate greater coherence on SSR within the UN, but also to help fill a capacity gap when it comes to translating policy guidelines into concrete activities within UN peacekeeping missions and country programmes.

The ISSAT ran its pilot SSR training course for UN personnel at the United Nations' inter-agency workshop held in Brindisi, Italy in June 2008. This training course addressed the skills needed to effectively provide support to SSR planning, assessment, programme design and implementation. (➡For more information on the ISSAT's activities, see pp. 55-59)

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[1] S/2008/39, available at www.un.org/Docs/sc/sgrep08.htm

In the area of assessment and guidance on SSR programme design, DCAF provided the UN Department of Political Affairs (DPA) with SSR advisors to reinforce DPA mediation teams in Guinea and the Central African Republic. Such collaboration with DPA is innovative and represents a new approach, ensuring that mediation efforts include mechanisms to deal with SSR challenges as part of national dialogue and peace processes.

On behalf of the United Nations Development Programme (UNDP) Pacific Regional Centre, DCAF carried out initial assessments of security governance needs in Fiji, the Solomon Islands and Vanuatu. The mission was the first internationally mandated democratic security governance needs assessment in the South Pacific region.

Together with the UNDP Bratislava Regional Centre for Europe, the CIS and Turkey, DCAF completed *Public Oversight of the Security Sector: A Handbook for Civil Society Organisations*.[2] The Handbook provides structured guidance for civil society organisations (CSOs) on their role in democratic security sector oversight. The Handbook is designed primarily for civil society and non-governmental organisations, but is also relevant to democratic institutions, security sector institutions, parliamentarians, policymakers, SSR practitioners, researchers, the media and international organisations working with CSOs on democratic security governance issues.

In 2008, the United Nations Democracy Fund (UNDEF) was the main sponsor of DCAF's Parliamentary Staff Advisers Programme which aims at developing the capacity and professionalism of parliamentary security and defence committees in Southeast European states. The programme today covers 10 parliamentary staff advisers from eight parliaments in Southeast Europe: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia[3], Montenegro, Romania and Serbia.

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[2] Available at www.dcaf.ch/handbooks
[3] Referred to for all purposes within the EU, NATO, the OSCE, and the United Nations as "The former Yugoslav Republic of Macedonia".

In the area of integrating gender into security sector reform, DCAF collaborated with the United Nations International Research and Training Institute for the Advancement of Women (UN-INSTRAW) on the promotion of the *Gender and SSR Toolkit* [4] across the UN, both at its headquarters in New York and in the field. Most notably, gender training for Afghan police using the *Gender and SSR Toolkit* was initiated by the UNDP Law and Order Trust Fund for Afghanistan (LOFTA) team, who also translated the tool on *Police Reform and Gender* into Dari. (➡ For more information on DCAF's *Gender and SSR Toolkit*, see page 51)

In the area of policy research on SSR, DCAF continued to support the United Nations by working on two major mandates from the DPKO and UNDP in 2008.

In February, DCAF released a study entitled *Security Sector Reform and UN Integrated Missions: Experience from Burundi, the Democratic Republic of Congo, Haiti and Kosovo*. [5] The study summarises key lessons learned from the United Nations' recent involvement in supporting security sector reform and offers recommendations for the UN system.

The second policy research project on behalf of the DPKO and UNDP analyses the relationship between SSR and Disarmament, Demobilisation and Reintegration (DDR). The project is based on a combination of desk and field research pertaining to UN engagement in DDR and SSR in both peacekeeping and non-peacekeeping contexts. Case studies for the project were conducted in Afghanistan, Burundi, the Central African Republic and the Democratic Republic of Congo. The project seeks to create a new module for the UN's Integrated DDR Standards (IDDRS) in order to facilitate the development of synergies in the design, implementation and sequencing of DDR and SSR programmes. The project will be completed in 2009.

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[4] Available at www.dcaf.ch/gssrtoolkit
[5] Available at www.dcaf.ch/publications

In March 2008, DCAF carried out an internal study on human rights and security sector reform for the UN Office of the High Commissioner for Human Rights (OHCHR). The study is based on extensive interviews with representatives from OHCHR headquarters in Geneva, its New York office and field missions in Colombia, Côte d'Ivoire, the Democratic Republic of Congo, Nepal and Timor Leste. This project took place in the context of current OHCHR work to review its experience and strengthen its role in security sector reform. This initiative is also part of overall efforts to develop a comprehensive UN approach to SSR.

In 2008, DCAF and the United Nations Office at Geneva (UNOG) continued their series of joint annual events aimed at raising awareness on the complexities and challenges of SSR among the Geneva-based diplomatic community. A panel discussion entitled *The United Nations and Security Sector Reform: A Year On from the Security Council Open Debate* was held to mark the anniversary of the first-ever open debate on the topic of SSR held in the UN Security Council in 2007. A second DCAF-UNOG event in November 2008 focused on the relationship between SSR and human rights protection, as well as various practical measures that can be adopted to ensure fundamental human rights standards are applied in the design and implementation of SSR programming.

Organisation for Economic Co-operation and Development

The Development Assistance Committee of the Organisation for Economic Co-Operation and Development (OECD DAC) continues to produce practical tools in order to better facilitate the implementation of SSR. The *OECD DAC Handbook on SSR: Supporting Security and Justice* (2007) seeks to close the gap between SSR policy and practice, and provides structured guidance on design, implementation, monitoring, review and evaluation of SSR programmes.

In 2008, DCAF drafted a new section for the OECD DAC Handbook. Section 9, entitled *Integrating Gender Awareness and Equality* [6], provides practical guidance on how to integrate gender perspectives into SSR processes. It also includes practical information on gender-responsive SSR assessments, as well as general and sector-specific entry points and information on gender and SSR. Section 9 was formally launched by the OECD DAC in January 2009.

At an operational level, DCAF's International Security Sector Advisory Team (ISSAT) supported OECD DAC through a series of capacity building events and in-country consultations on SSR conducted in 2008 with the national authorities in Bolivia, the Central African Republic and Guinea Bissau. The objective of these consultations was to provide a forum for national governments and donors to engage in a dialogue on SSR needs and priorities, current donor support and the relation of both dimensions to the practice and principles of the OECD DAC Handbook. (➡For more information on the ISSAT's activities, see pages 55-59)

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[6] Available at www.oecd.org/dataoecd/4/52/42168607.pdf

European Union

The European Union is a key player in security sector reform, which reflects its role as the largest contributor of development assistance worldwide and a major partner in international peacekeeping and police operations.

Throughout 2008, DCAF provided support to the Slovenian and French EU Presidencies on various aspects of SSR policy development.

In February 2008, DCAF published a comprehensive study entitled *The European Union and Security Sector Reform.*[7] The study explains the origins and evolution of SSR as a concept and its adoption into EU policy, demonstrating the relationship between SSR and the EU's development, enlargement, justice and home affairs, international cooperation and other key policy concerns. The study also provides a series of detailed case studies of EU support for SSR in Southeast Europe, the former Soviet Union, Africa, the Middle East and Southeast Asia.

DCAF's study on *Parliamentary Oversight of Civilian and Military ESDP Missions: The European and National Levels* (2007) was launched at the European Parliament in February 2008. The study assesses current practices for scrutinising decision-making on European Security and Defence Policy (ESDP) in the national parliaments of the EU member states, as well as within the European Parliament. It offers recommendations on ways to fill the present void in ESDP parliamentary scrutiny and enhance parliamentary involvement in international deployments of the EU.

Furthermore, in May 2008, DCAF took part in a European Parliament hearing and presented recommendations for effective regulation of private military and security companies within the European Union.

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[7] Available at www.johnharperpublishing.co.uk

On an operational level, DCAF provided support to the International Civilian Office - European Union Special Representative in Kosovo to assess the needs and gaps in parliamentary oversight of the security sector in Kosovo.[8]

Council of Europe

In March 2008, the Commission for Democracy through Law (Venice Commission) of the Council of Europe (CoE) published the *Report on the Democratic Control of the Armed Forces*[9], which contributes to the formulation of common standards for the democratic oversight of the security sector in CoE member states. DCAF submitted two comparative studies to this report: *The Roles of the Armed Forces in Council of Europe Member States*, and *The Internal Control and Oversight Within the Military*.

Under a mandate from the Political Affairs Committee of the CoE Parliamentary Assembly, DCAF completed a study on best practices for regulating private military and security companies (PMSCs). The report, entitled *Recommendations to the Council of Europe Parliamentary Assembly for Effective Regulation of Private Military and Security Companies*[10], examines the current state of PMSCs regulation in CoE member states and addresses the issue of PMSCs exporting security services across territorial borders. It also presents essential elements for the effective regulation of PMSCs on both national and international levels. A substantial portion of recommendations contained in DCAF's report was used in the CoE Parliamentary Assembly recommendation passed in January 2009 on *Private Military and Security Firms and the Erosion of the State Monopoly on the Use of Force*.[11] (➡ For more information on DCAF's work in the area of PMSCs regulation, see pp. 48-50)

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[8] The Kosovo Assembly unilaterally declared the territory's independence on 17 February 2008. As of the date of publication (April 2009), it is recognised by 56 out of 192 UN member states.

[9] Available at www.venice.coe.int/docs/2008/CDL-AD(2008)004-e.asp

[10] Available at www.dcaf.ch/privatisation-security

[11] Available at http://assembly.coe.int

Organisation for Security and Co-operation in Europe

DCAF's cooperation with the OSCE in 2008 focused on the development of security sector oversight capacity within the Assembly of Kosovo and the launch and promotion of two major SSR advocacy and training tools: the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* and the *Gender and SSR Toolkit.*

The *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* [12] is the result of a two-year research project conducted by DCAF in cooperation with the OSCE Office for Democratic Institutions and Human Rights (ODIHR). The Handbook is geared towards parliamentarians, government officials, policy makers, military personnel, judges, ombudsman institutions, professional military associations, non-governmental organisations – all those who play a role in formulating a balanced policy for the human rights of armed forces personnel. The Handbook presents an overview of legislation, policies and practices from across the OSCE region and highlights national models that have proved successful in ensuring the protection and enforcement of the human rights of members of the security sector.

The *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* was officially endorsed by the OSCE Participating States at the joint Forum for Security Cooperation and the OSCE Permanent Council Meeting in Vienna in October 2008. Additionally, the Handbook was presented at a regional (South Caucasus) launch event in Tbilisi, Georgia and was also showcased during a United Nations Human Rights Council session in September 2008.

In 2008, the Handbook was published in English and Russian. French and Georgian translations are soon to follow.

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[12] Available at www.dcaf.ch/handbooks

The ODIHR was also one of DCAF's partners in developing and promoting the *Gender and Security Sector Reform Toolkit*.[13] Designed for SSR practitioners and policymakers, the Toolkit demonstrates the importance of gender in SSR processes, presents practical strategies to integrate gender into SSR, provides material from which to develop training on gender issues and compiles international laws and standards on gender relevant to SSR. (➡ For more information on DCAF's *Gender and SSR Toolkit*, see page 51)

NATO and the NATO Parliamentary Assembly

In 2008, DCAF's work with NATO and the NATO Parliamentary Assembly focused on the following three areas: building transparency and accountability frameworks within the intelligence services of Ukraine; fighting corruption in defence establishments; and parliamentary oversight capacity building.

Working under the auspices of the NATO-Ukraine Joint Working Group on Defence Reform (JWGDR), DCAF organised a series of workshops for the intelligence community and members of parliament in Ukraine, to address issues of practical support, skills and knowledge for the development of a legal and procedural frameworks for intelligence oversight, building transparency and oversight capacity within the intelligence services, and their interaction with democratic institutions and the public. The events also addressed the development of a Code of Ethics which could be utilised by the Ukrainian intelligence and security services when framing policy and practice within international democratic and human rights standards. The seminars continued the detailed work on these issues conducted by DCAF and JWGDR over the last three years.

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[13] Available at www.dcaf.ch/gssrtoolkit

In May 2008, DCAF, the Geneva Centre for Security Policy and Transparency International co-organised a workshop on *Building Transparency and Reducing Corruption Related to Defence Establishments*. The event brought together institutional and intergovernmental practitioners to share experiences and identify areas of cooperation on transparency and corruption issues. In order to address the need for training and education tools on the subject, DCAF and the NATO Integrity Building Working Group began developing a *Compendium of Good Practice in Defence and Security Sector Integrity Building* which is scheduled for publication in 2009.

In the area of parliamentary oversight capacity building, DCAF continued its ongoing affiliation with the NATO Parliamentary Assembly (NATO PA) and provided training modules for the NATO PA New Parliamentarians Programme. The programme is geared towards legislators who are new to parliament or who have recently become involved in their parliament's committees dealing with foreign affairs, defence and security. In 2008, the programme provided an induction on democratic oversight mechanisms for new members of parliament and parliamentary staff from Bosnia and Herzegovina, Macedonia and Ukraine.

DCAF also supported the NATO PA by providing content to the Rose Roth seminars on *Security in the Caspian Region and Central Asia* held in Baku in March, and on *Southeast Europe towards Euro-Atlantic Integration* held in Montenegro in June 2008. A public seminar on security and development in Afghanistan was jointly held with the NATO PA in April 2008 in Brussels. DCAF also assisted in organising an event on *Women in Peace Operations* during the NATO PA Assembly session in Berlin in May 2008.

Economic Community of West African States

The articulation and advocacy of a *Code of Conduct for Armed Forces and Security Services in West Africa* remains a cardinal element of DCAF's cooperation with the Economic Community of West African States (ECOWAS). The political process for formal adoption of the Code began in October 2006 at a meeting of the ECOWAS Defence and Security Commission in Ouagadougou, where the draft Code was formally adopted by West African Chiefs of Defence Staff.[14]

The next steps to be taken include the submission of the Code for approval to the ECOWAS Committee of Police and Gendarmerie and the Committee of Immigration and Customs, followed by the endorsement at ministerial level by the ECOWAS Mediation and Security Council. In parallel, concrete measures are being developed to integrate the Code into training programmes and standard operational procedures of armed forces and security services of West African countries.

In the context of developing a regional approach to security sector governance in West Africa, DCAF supported the ECOWAS Commission in the drafting of a concept of security sector governance within the ECOWAS Conflict Prevention Framework. DCAF also provided guidance to the ECOWAS Commission on the development of a sub-regional strategy to fight transnational crime.

Efforts to develop a coherent policy framework for SSR within ECOWAS were highlighted in the DCAF publication entitled *Challenges of Security Sector Governance in West Africa.*[15] Published in 2008, the book provides a mapping of achievements in security sector governance processes in West Africa and points to the central role that ECOWAS can play in supporting sustainable and legitimate security sector reform in the sub-region.

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[14] The full text of the draft Code is available at www.dcaf.ch/africa
[15] Available at www.dcaf.ch/publications

Regional Cooperation

In 2008, DCAF continued the transition from a regional organisation to one with a genuinely global reach. The Centre continued to extend its activities into new regions, most importantly to Afghanistan, Nepal and the South Pacific. The year also saw a solid continuation of DCAF's commitments to its long-standing partners in Southeast Europe and Ukraine. The Centre's regional programmes in Africa, the Middle East and Southeast Asia grew significantly in importance and international recognition.

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

This chapter gives an overview of DCAF's regional activities in Europe, Africa, the Middle East, Asia and Latin America.

Southeast Europe

During 2008, DCAF's SSR programming in Southeast Europe focused on regional border police cooperation, parliamentary assistance and civil society empowerment.

Police Programme

In 2008, DCAF engaged in three important operational mandates in the area of policing:

- Support for the implementation of the Police Cooperation Convention for Southeast Europe;
- Support for institutional development of the South East European Police Chiefs' Association; and
- Development and delivery of training modules to police managers.

The Police Cooperation Convention for Southeast Europe (PCC) was signed in Vienna in May 2006 at the initiative of the Austrian EU Presidency. The PCC constitutes the most important international agreement in justice and home affairs in Southeast Europe aimed at fighting regional organised crime. The states parties to the PCC (Albania, Bosnia and Herzegovina, Bulgaria, Macedonia[16], Moldova, Montenegro, Romania and Serbia) have committed themselves to developing a range of legislative and practical measures that will bring them into alignment with European Union standards governing rule of law and police cooperation. These measures include information exchange, joint risk analysis, cooperation on investigations, joint border surveillance and hot pursuits, witness protection and others.

Together with the Austrian Ministry of the Interior, DCAF assists the PCC member states in the implementation of the Convention. In July

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

2008, the Committee of Ministers of the PCC member states agreed on implementation priorities and established a Secretariat to drive the implementation process. The PCC Secretariat is located at DCAF's regional office in Ljubljana and enjoys DCAF's full personnel and logistical support. Throughout 2008, DCAF facilitated the negotiation of several bilateral agreements stemming from the Convention, helped develop manuals on technical issues and assisted the PCC member states in building capacity to implement specific provisions of the Convention.

DCAF also continued to assist the institutional development of the South East European Police Chiefs' Association (SEPCA) which brings together chiefs of police from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Montenegro, Romania and Serbia.

Throughout the year, DCAF provided training to senior police managers from SEPCA countries, helping them incorporate best practices from specific areas of policing into their services. The training modules delivered in 2008 focused on topics such as change management, police reform strategies, leadership and communication. DCAF also helped identify specific areas in which SEPCA could contribute to the implementation of the Police Cooperation Convention for Southeast Europe.

In 2008, DCAF embarked on three new projects geared towards police organisations in Southeast Europe. These include the development of a toolkit on police ethics and anti-corruption, the development of a police services assessment guide and a training module in the application and benefits of intelligence-led policing. These projects will be completed in 2009-2010.

Border Security Programme

Through its Border Security Programme, DCAF assists the governments of Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia to create reliable and efficient border security systems. The ultimate objective of the programme is to enable participating countries to meet the EU's Integrated Border Management standards. This objective is closely linked with DCAF's work for the implementation of the Police Cooperation Convention for Southeast Europe.

The value of DCAF's Border Security Programme was endorsed at a senior political level during the Fifth Annual Ministerial Conference on Border Security Cooperation in Southeast Europe held in Budva, Montenegro in February 2008.

The conference brought together the Ministers of Interior or Security from Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Slovenia, as well as representatives from the European Union, the Stability Pact, the OSCE, and the International Organization for Migration.

The Ministerial Declaration signed at the conference reaffirmed the participating countries' commitment to strengthening the regional cooperation in the field of border security. A follow-up ministerial meeting held in March 2009 in Belgrade set concrete objectives for bringing the national border security services in full compliance with European Union standards. These objectives concern issues such as legal reform, integrated border management, logistical interoperability, joint risk analysis, criminal intelligence and investigation, and education and training.

During 2008, DCAF facilitated the signing of a number of bilateral cooperation agreements by the national border services and organised a total of 20 events to improve institutional capacities and cross-border cooperation in Southeast Europe and beyond.

In the area of training, DCAF began developing the second advanced distance learning course for regional border security commanders. Preparations also began for the training course for station commanders, which will be conducted in local languages and carried out by the participating countries in 2009-2010.

A number of junior border security officers from 20 different countries participated in the Future Leaders training course in Andermatt, Switzerland. Combining classroom and field activities, the course was designed to develop participants' professional and leadership skills and enhance teamwork capabilities.

Parliamentary Staff Advisers Programme

DCAF's Parliamentary Staff Advisers Programme is aimed at developing capacity and professionalism within the security and defence committees of Southeast European parliaments. The programme trains staff members of parliamentary defence and security committees thereby enhancing their capacity to provide informed and impartial advice to committee members overseeing the security sector. By engaging parliamentary staff in a regional programme, DCAF facilitates the strengthening of links between parliaments, stimulates the exchange of experience and information in the field of defense and security, and contributes to the harmonisation of security sector governance practices across Southeast Europe.

In 2008, the United Nations Democracy Fund (UNDEF) financed the training portion of the Parliamentary Staff Advisers Programme. DCAF contributed to the cost of salaries, enabling parliaments that lack sufficient funding to hire expert parliamentary staff. The salaries are sponsored for a limited period, with the understanding that parliaments will work to allocate finances and integrate these new personnel into parliamentary staff structures.

In 2008, the programme engaged 10 parliamentary staff advisers active in eight parliaments in Southeast Europe: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Montenegro, Romania and Serbia. Two staff advisers from the Assembly of Kosovo will join the programme in 2009. It should be noted that the parliaments of Bulgaria, Croatia, Romania and Serbia have already taken over responsibility for the staff positions DCAF helped them establish. The Parliamentary Assembly of Bosnia and Herzegovina has integrated one of its two parliamentary staff positions, with the hopes of completing the takeover in 2009.

In the course of the year, training events for parliamentary staff advisers were held at the European Parliament in Brussels, the National Assembly of Serbia and DCAF Headquarters in Geneva.

The Norwegian Ministry of Foreign Affairs has generously agreed to fund the Parliamentary Staff Advisors Programme through 2010.

Bilateral Projects, Civil Society Empowerment and Other Assistance Activities in Southeast Europe

In addition to its programmes supporting parliamentary staff advisers and regional cooperation in the area of policing and border security, DCAF facilitated a number of national SSR initiatives in Southeast Europe in 2008. These activities focused primarily on empowering national parliaments and civil society organisations engaged in SSR.

In **Albania**, DCAF sponsored one research fellow for the Tirana-based Institute for Democracy and Mediation (IDM) in order to strengthen the Institute's capacity to conduct policy research. DCAF also lectured at the IDM's School of Security Studies as part of a capacity building programme for government officials working in Albania's various security ministries.

In **Bosnia and Herzegovina**, DCAF sponsored a research project undertaken by the Centre for Security Studies, a local NGO, which focuses on the role of the Office of the High Representative in Bosnia and Herzegovina in fostering SSR.

In **Macedonia**, DCAF supported the Parliament in organising a Southeast European regional parliamentary roundtable on security sector oversight, held in December 2008 in Skopje.

In **Montenegro**, DCAF continued its cooperation with the parliamentary Committee on Security and Defence to promote intelligence oversight and accountability.

In **Serbia**, DCAF supported the Belgrade Centre for Civil-Military Relations in developing a methodology for monitoring the progress of national security sector reform. DCAF also gave a presentation on principles and practices of SSR and intelligence oversight to Serbian journalists enrolled in a training programme run by the OSCE Mission to Serbia.

In **Kosovo**[17], DCAF provided support to the International Civilian Office – European Union Special Representative, the OSCE Mission in Kosovo, the UNDP Country Office in Kosovo, as well as local authorities and NGOs by promoting democratic security sector governance standards. In 2008, emphasis was placed on parliamentary oversight of the security sector and mainstreaming gender into SSR processes.

Raising awareness of the need to integrate gender into security sector reform was high on DCAF's agenda in Southeast Europe in 2008. In October, DCAF gave a presentation on *Women as Actors of the Security*

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[17] The Kosovo Assembly unilaterally declared the territory's independence on 17 February 2008. As of the date of publication (April 2009), it is recognised by 56 out of 192 UN member states.

Sector to civil servants and civil society representatives from Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Serbia and Slovenia at the international conference on *Women in Security Sector – Resolution 1325 UNSC*. DCAF also gave a series of lectures across Europe on the role of the security sector in combating human trafficking in the Western Balkans. The venues included the Centre for Civil-Military Relations in Belgrade, the University of Geneva, the Ludwig-Maximilian-University in Munich, and the Annual Conference of the European Commission's Human Security project on *Human Security, Terrorism and Organised Crime in the Western Balkan Region*, held in October 2008 in Belgrade.

New Independent States[18]

In **Ukraine**, DCAF continued to support democratic oversight capacity building for the sixth consecutive year. Operating under a Swiss Partnership for Peace mandate, DCAF worked in close cooperation with the NATO-Ukraine Joint Working Group on Defence Reform, the NATO Liaison Office Ukraine, as well as key local partners, including the Ministry of Defence and the Defence and Security Committee of the Verkhovna Rada (Parliament). In 2008, workshops were held at the Verkhovna Rada and the Intelligence Services of Ukraine to address issues of practical support, skills and knowledge for the development of a legal and procedural frameworks for intelligence oversight, building transparency and oversight capacity within the intelligence services, and their interaction with democratic institutions and the public. The events also addressed the development of a Code of Ethics which could be utilised by the Ukrainian intelligence and security services when framing policy and practice within international democratic and human rights standards.

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[18] DCAF currently refers to the former Soviet Union with this term.

In parallel to the increasingly detailed work on intelligence reform and accountability, DCAF continued to collaborate with the Policy and Planning unit of the Ukrainian Ministry of Defence throughout the third consecutive year of the Swiss-funded Expert Twinning programme. In 2008, scenario-planning exercises were run with Defence Ministry staff and civilian decision-makers in order to familiarise them with tools for use in implementing ongoing defence reform initiatives.

In addition, DCAF supported the National Defence Academy of Ukraine in the development of expert courses on defence and security sector reform.

In the area of region-wide law enforcement reform programming, DCAF and the International Training Centre of the Ministry of Justice and Law Enforcement of Hungary continued the annual series of conferences for law enforcement professionals from across the former Soviet Union (FSU). The second Conference on Police and Internal Security Reform in the FSU was held in February 2008 in Budapest. The event brought together high-level government officials and representatives from the Ministries of the Interior and the internal security services of Azerbaijan, Georgia, Moldova and Ukraine, as well as international experts in the area of international law enforcement and cooperation. The event addressed the current status of police reform in the FSU and explored the opportunities for forming a regional working group on internal security governance and reform.

Intelligence Governance and Accountability in Western Europe

In 2008, DCAF reaffirmed its position as a leading institution for research on intelligence governance and accountability in Western Europe.

In April, DCAF began a research project on accountability of international intelligence cooperation, conducted in partnership with the Intelligence Oversight Committee of the Norwegian Parliament and Durham University (UK). The project will address the challenges to accountability posed by selected cases of intelligence cooperation and will assess the role played by parliaments, courts, domestic and international inquiries in providing accountability for intelligence cooperation.

During 2008, DCAF carried out extensive research at the European Parliament and the Council of Europe, and conducted interviews with parliamentarians, the intelligence community, practitioners and academics from Belgium, Germany, Hungary, the Netherlands, Norway, Poland, Romania and Sweden. The findings of the project will be included in an edited volume entitled *Accountability of International Intelligence Cooperation* and a policy manual for practitioners, to be published in 2009.

Africa

DCAF's Africa Programme supports SSR processes on the continent through capacity building, the setting of norms and standards, policy-related research as well as operational activities. The programme is administered through the combined efforts of DCAF's Research Division, which includes the International Security Sector Advisory Team (ISSAT), the Special Programmes Division (Gender and SSR), and the new operational division for Africa and the Middle East which was established within DCAF in July 2008.

Additionally, in 2008 the Centre began negotiations to open a regional DCAF office in Abuja in order to reinforce its relations with a variety of stakeholders in the sub-region of West Africa, including the Economic Community of West African States (ECOWAS).

At an operational level, DCAF's International Security Sector Advisory Team (ISSAT), contributed to an ongoing SSR programme in Southern Sudan, where it facilitated workshops on SSR for members of the Sudan People's Liberation Army, police, civil servants and civil society representatives. The ISSAT also supported a workshop on the democratic control of armed forces for senior officers and future instructors from the Dr. Garang Memorial Military Academy.

In 2008, the ISSAT conducted three SSR needs assessments in the Democratic Republic of Congo, Guinea and Guinea-Bissau. Furthermore, the ISSAT worked in cooperation with the OECD Development Assistance Committee and UNDP to support a series of capacity building events in the Central African Republic and Guinea-Bissau.

In November 2008, DCAF held a roundtable on intelligence accountability for members of the South African National Academy of Intelligence. Special attention was given to the transformation

process in South Africa, where legislation was passed and an accountable and unified intelligence service was established out of a merge between the intelligence services of the apartheid regime and those of the liberation groups.

In the area of norm setting, the articulation and advocacy of a *Code of Conduct for Armed Forces and Security Services in West Africa* remains a cardinal element of DCAF's cooperation with ECOWAS. The political process for formal adoption of the Code began in October 2006 at a meeting of the ECOWAS Defence and Security Commission in Ouagadougou, where the draft Code was formally adopted by West African Chiefs of Defence Staff.[19] Following a review of the project in 2007, ECOWAS parliamentarians and security services outside the armed forces were included in the consultative process in order to expand ownership and thus enhance compliance with the Code.

The next steps to be taken include the submission of the Code for approval to the ECOWAS Committee of Police and Gendarmerie and the Committee of Immigration and Customs, prior to the endorsement at a ministerial level by the ECOWAS Mediation and Security Council. In parallel, concrete measures are being developed to integrate the Code into training programmes and standard operational procedures of armed forces and security services of West African countries.

In the context of developing a regional approach to security sector governance in West Africa, DCAF supported the ECOWAS Commission in the drafting of a concept of security sector governance within the ECOWAS Conflict Prevention Framework. DCAF also provided guidance to the ECOWAS Commission on the development of a sub-regional strategy to fight transnational crime.

At a bilateral level, DCAF continues to provide ongoing support to the post-conflict transformation of the security sector in Liberia.

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[19] The full text of the draft Code is available at www.dcaf.ch/africa

In March 2008, a training seminar on defence budgeting and governance was held in Monrovia for members of the Liberian Parliament, security agencies and civil society organisations. The event was organised by DCAF in cooperation with the African Security Sector Network and the Conflict Security and Development Group of Kings College (University of London).

Three important DCAF publications addressing SSR processes in West Africa were completed in 2008.

The edited volume entitled *Challenges of Security Sector Governance in West Africa* [20] is the first comprehensive study of security sector governance in the sub-region. Published in both French and English, the volume analyses the progress of security sector reform in each of the 16 West African states and offers new insights and practical policy recommendations based on the work of West African experts. Furthermore, the publication provides an assessment of West African governance mechanisms, particularly with respect to democratic oversight of the security sector, and highlights the regional and international dimensions of these questions.

The edited volume on *Parliamentary Oversight of the Security Sector in West Africa: Opportunities and Challenges* [21] explores specific issues of parliamentary involvement into security sector governance. It provides an overview of selected West African parliaments based on case studies conducted in Benin, Cape Verde, Ghana, Liberia, Mali, Nigeria, Senegal and Sierra Leone. The book also takes the sub-regional dimension of these issues into account by analysing the ECOWAS Parliament's growing role in security sector governance.

A collection entitled *Liberia's Security Sector Legislation* [22] is the result of a needs assessment study on security sector oversight that DCAF conducted for the Liberian legislature in 2007. The volume provides

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[20] Available at www.dcaf.ch/publications

[21] Available at www.dcaf.ch/publications

[22] Available at www.dcaf.ch/publications

easy access to legal documents on the Liberian security sector and serves as a reference tool for legislators, security institutions, civil society, the media and other stakeholders.

Additionally, in the area of policy-related research, the findings from case studies conducted by DCAF in 2008 in Burundi, the Central African Republic and the Democratic Republic of Congo will be used to analyse the nexus between Disarmament, Demobilisation and Reintegration (DDR) and SSR. The study, which DCAF is conducting on behalf of the UN Department of Peacekeeping Operations and UNDP, will facilitate the development of a new module for the UN's Integrated DDR Standards. Through this, DCAF seeks to ensure that African experience is recognised by international organisations developing DDR / SSR policy frameworks.

Finally, in 2008 DCAF began a policy research project with the support of the French Ministry of Foreign Affairs focusing on the challenges of security sector governance in the francophone countries of West Africa. The project, which will be completed in 2009, will result in a publication addressing country-specific aspects of security sector governance and entry points for SSR in nine francophone West African states (Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal and Togo).

In the area of integrating gender into security sector reform, DCAF launched a project entitled *Strengthening the Integration of Gender and Enhancing the Capacities of Female Security Sector Personnel in West Africa.* As part of this project, DCAF conducted a series of needs assessments, consultations and training events in Liberia and Sierra Leone. Organised in collaboration with the Women Peace and Security Network – Africa (WIPSEN–Africa), these events were geared towards female security sector personnel and a broad range of national SSR stakeholders.

In 2008, DCAF also conducted a series of events throughout Africa on gender-sensitive security sector reform to promote the *Gender and*

SSR Toolkit. [23] Furthermore, DCAF addressed strategies to combat impunity for crimes of sexual and gender-based violence committed by military and police forces, particularly in the Great Lakes region.

Middle East and North Africa

In 2008, DCAF continued to support projects promoting good governance of the security sector in the Arab world. Through its head office in Geneva and its regional office in Ramallah, DCAF worked with governments, parliaments and civil society organisations and contributed to various local and regional SSR initiatives in Bahrain, Iran, Iraq, Jordan, Kuwait, Lebanon, Morocco, Palestine, Qatar and the United Arab Emirates.

In 2008, DCAF broadened its assistance to security sector development in the **Palestinian territories**. Advisory services were offered and a series of capacity building events were organised for the Palestinian National Authority, the Palestinian Legislative Council, the security forces and civil society organisations in order to introduce concepts and best practices of security sector governance. DCAF continued its participation in Palestinian inter-agency working groups on SSR and became a member of the Security Sector Working Group established by the Local Development Forum which is the main coordination mechanism for donor assistance, programming and financing in the Palestinian territories.

Supporting the development of new security sector legislation in the Palestinian territories was high on DCAF's agenda in 2008. A Memorandum of Understanding was concluded with the Palestinian National Authority for the provision of best practice and comparative expertise in the development of security sector legislation through 2010. In cooperation with the Ministry of Interior in Ramallah and

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[23] Available at www.dcaf.ch/gssrtoolkit

local NGOs, DCAF contributed to the development of new police and military justice laws. In parallel, a series of seminars on accountability and transparency in policing and military justice was organised in both the West Bank and the Gaza Strip. DCAF also provided security sector oversight capacity training to parliamentary staff from the Palestinian Legislative Council.

In 2008, DCAF published *The Security Sector Legislation of the Palestinian National Authority*.[24] The volume provides a comprehensive overview of the current security sector legislation and serves as a reference tool and a starting point for lawmakers developing a new legal framework for the Palestinian security sector.

Also in 2008, DCAF launched two projects in the Palestinian territories focusing on the inclusion of the local population in SSR. Throughout the year, public discussions on issues of security sector governance were held in governorates of the West Bank, developing dialogue between civil society and the authorities. In parallel, DCAF initiated a project to assess and strengthen the watchdog function of the Palestinian media in security sector governance.

In **Morocco**, in cooperation with the Moroccan Centre for the Study of Human Rights and Democracy (CEDHD) and the International Centre for Transitional Justice (ICTJ), DCAF organised the first national conference on security sector reform to introduce concepts of good security sector governance to various national stakeholders. DCAF also continued to assist the implementation of the security sector-related recommendations of Morocco's Equity and Reconciliation Commission.

As a result of a Headquarters Agreement concluded with the government of **Lebanon** in 2008, DCAF opened a new regional office in Beirut in February 2009.

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[24] Available at www.dcaf.ch/publications

Asia

Following a SSR needs assessment mission to **Afghanistan** in 2007, DCAF worked with various national and international stakeholder groups in 2008 to develop reform strategies and raise awareness on democratic oversight by utilising DCAF tools and products. Briefings were held at the Parliament, the Ministry of Defence, and the Ministry of Internal Affairs in Kabul, to address defence reform and parliamentary oversight of armed forces, law enforcement and intelligence services.

Additionally, DCAF organised a major conference in partnership with the Afghanistan Civil Society Forum on the role of civil society in public oversight of the security sector. The event brought together NGOs, public officials and parliamentarians, and was the first of its kind in Afghanistan.

Gender training for Afghan police using DCAF's *Gender and SSR Toolkit* was initiated by the UNDP Law and Order Trust Fund for Afghanistan (LOFTA) team, who also translated the tool on *Police Reform and Gender* into Dari.

In **Cambodia**, DCAF supported parliamentary oversight capacity building for the newly elected members of the Commission of the Interior, National Defense, Investigation, Anti-Corruption and Civil Service Administration of the National Assembly.

During 2008, DCAF concluded the first phase of its 2007-2008 programme on security governance capacity building in **Indonesia**. The programme, which is sponsored by the German Ministry of Foreign Affairs, promotes knowledge of good security sector oversight practices, accountability and transparency tools, and encourages dialogue on these issues between national stakeholders – democratic institutions, Parliament, civil society organisations and the security sector itself.

In 2008, the majority of DCAF's work in Indonesia focused on parliamentary and civil society capacity development on issues including a stock taking of security sector reforms, parliamentary oversight of the security sector, democratic oversight of intelligence services and police, and democratic defence intelligence management. In light of this, several capacity building and stocktaking events were conducted for stakeholders in Indonesia and Germany throughout the year.

In late 2008, the Ministry of Foreign Affairs of Germany renewed its contract with DCAF to continue the programme on security governance capacity building in Indonesia until May 2010.

Following an assessment mission to **Nepal** in 2007, DCAF was requested by the Swiss Government to assist in the implementation of a national reconciliation and security sector reform programme in Nepal during 2008-2009. The aim of the programme is to empower Parliament, civil society and security institutions on issues of democratic security sector governance, introduce stakeholders to the mechanisms and tools used to effect oversight, transparency and accountability, and promote dialogue between different interest groups.

In 2008, DCAF supported the development of an SSR agenda and the creation of a security sector-related political framework in Nepal. In consultation with the main stakeholders, DCAF designed a two-year SSR programme proposal which focuses on enhancing the oversight and legislative role of Parliament and supporting the future Constituent Assembly in the drafting of security sector-related clauses of the Constitution.

During the year, DCAF conducted a series of informal workshops with senior politicians, parliamentarians and representatives of the Nepalese armed forces and police, and provided recommendations on the general restructuring of the security sector. In addition, in

November 2008 DCAF also held a multi-stakeholder roundtable with the Asia Foundation on lessons learned in the integration of former combatants into national security forces. The event sought to promote dialogue and consensus between actors from across the political spectrum and was the first meeting of its type between all stakeholders on the integration issue.

In December 2008, DCAF began drafting an Almanac on the security sector in Nepal and a Compendium which seeks to provide a comprehensive overview of national security sector legislation.

In the **Philippines**, DCAF provided strategic advice on the oversight of armed forces and intelligence services, the role of civil society in SSR and gender-sensitive SSR to the Study Group on Security Sector Reform. The Group, which is led by the Philippine International Center for Innovation, Transformation and Excellence in Governance (INCITEGov), is in the process of developing a national SSR agenda for the country.

In addition, in May 2008 DCAF provided SSR instruction to senior officers from the Philippines' armed forces and national police attending the *Forum on Security Sector Reform/Security Sector Governance: Basic Concepts, Local-International Practices and Philippine Realities* held at the Philippines' National Defense College.

On behalf of the UNDP Pacific Regional Centre, DCAF carried out initial assessments of security governance needs in **Fiji**, the **Solomon Islands** and **Vanuatu**. The mission was the first internationally mandated democratic security governance needs assessment in the South Pacific.

Beyond its in-country programmes, DCAF was involved in a number of awareness raising and capacity building initiatives in Southeast Asia. Support was provided to the Inter-parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG) which serves as a

platform for inter-parliamentary exchange on SSR / SSG issues in the Association of Southeast Asian Nations (ASEAN) region.

Two IPF-SSG regional conferences were held in 2008 to address the experiences and challenges of national parliamentary involvement in security sector governance in Cambodia, Indonesia, Malaysia, the Philippines, Singapore and Thailand. A particular emphasis was placed on the role of parliaments in the oversight of defence budgeting and procurement.

As part of DCAF's efforts to develop the capacity of local NGOs in South and Southeast Asia to provide SSR training, a special SSR Train-the-Trainer course was launched in the Philippines in December 2008. Developed by DCAF's International Security Sector Advisory Team (ISSAT), this course will facilitate future SSR training and assist local NGOs in integrating SSR modules into their own training curricula.

Latin America/the Caribbean

In 2008, DCAF continued its projects at the policy level in Latin America and the Caribbean (LAC).

DCAF supplied strategic advice to the 2008 Lima Protocol which contains joint commitments aimed at enhancing cooperation between LAC and the European Union in addressing global security challenges. DCAF also worked on behalf of the European Parliament on the EU-LAC Charter for Peace and Security.

Furthermore, DCAF participated in a Ministerial conference on the military ombudsman function in Buenos Aires, Argentina and co-organised a Ministerial conference on intelligence oversight in Montevideo, Uruguay where it launched the Spanish version of the

Handbook on Making Intelligence Accountable: Legal Standards and Best Practice for Oversight of Intelligence Agencies.[25]

At an operational level, DCAF's International Security Sector Advisory Team (ISSAT) supported the OECD Development Assistance Committee through an in-country consultation on SSR conducted in 2008 with the national authorities in Bolivia. The objective of the consultation was to provide a forum for the Bolivian government and donors to engage in a dialogue on SSR needs and priorities, current donor support and the relation of both dimensions to the practice and principles of *The OECD DAC Handbook on SSR: Supporting Security and Justice.*

Finally, with regards to its ongoing efforts on integrating gender into security sector reform, DCAF was requested by the Swiss Ministry of Foreign Affairs to organise a seminar on good practices and capacity building on gender issues in Santiago, Chile in June 2009. The conference, which is the result of an agreement between the Swiss and Chilean governments, is intended for 12 member states of the Union of South American States (UNASUR).

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[25] Available at www.dcaf.ch/handbooks

Global Issues in 2008

Apart from DCAF's work with international organisations and its regional programmes, the Centre has been active in specific areas of security sector governance across the world.

The year 2008 marked the 60th anniversary of the Universal Declaration of Human Rights. In light of this, DCAF engaged in various activities to promote the role of human rights in security sector reform.

The rapid growth of private military and security companies (PMSCs) has called into question whether existing laws can effectively regulate these private actors. DCAF continued to address this phenomenon in 2008 and supported a number of initiatives aimed at helping states meet the challenge of monitoring and regulating PMSCs.

Finally, this chapter gives an overview of DCAF's ongoing work in integrating the gender dimension, children and youth into security sector reform.

Human Rights and Security Sector Reform

In 2008, DCAF completed a two-year research project for the development of the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel.*[26] The Handbook, authored by DCAF in cooperation with the OSCE Office for Democratic Institutions and Human Rights (ODIHR), is geared towards parliamentarians, government officials, policy makers, military personnel, judges, ombudsman institutions, professional military associations, non-governmental organisations – all those who play a role in formulating a balanced policy for the human rights of armed forces personnel. The Handbook presents an overview of legislation, policies and practices from across the OSCE region, and highlights national models that have proved successful in ensuring the protection and enforcement of the human rights of members of the security sector.

The Handbook was officially endorsed by the OSCE Participating States at the joint Forum for Security Cooperation and the OSCE Permanent Council Meeting in Vienna in October 2008. Additionally, the Handbook was presented at a regional (South Caucasus) launch event in Tbilisi, Georgia and was also showcased during a United Nations Human Rights Council session in September 2008.

In 2008, the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* was published in English and Russian. French and Georgian translations are soon to follow.

In March 2008, DCAF completed an internal study on human rights and security sector reform for the UN Office for the High Commissioner for Human Rights (OHCHR). The study is based on extensive interviews with representatives from OHCHR headquarters in Geneva, its New York office and field missions in Colombia, Côte

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[26] Available at www.dcaf.ch/handbooks

d'Ivoire, the Democratic Republic of Congo, Nepal and Timor Leste. This project took place in the context of current OHCHR work to review its experience and strengthen its role on security sector reform. This initiative is also part of overall efforts to develop a comprehensive UN approach to SSR.

In November 2008, DCAF and the United Nations Office at Geneva (UNOG) continued their series of joint annual events for the Geneva-based diplomatic community with a panel discussion entitled *Meeting the Security Challenges of Today While Upholding Human Rights Standards*. The event explored the relationship between SSR and human rights protection, as well as various practical measures that can be adopted to ensure that fundamental human rights standards are applied in the design and implementation of SSR programming.

In 2008, DCAF conducted research for a forthcoming book entitled *Strategies Against Human Trafficking: The Role of the Security Sector*. The book, which is scheduled for release in mid-2009, will contain contributions from over a dozen individual authors and several international organisations, including the International Organization for Migration (IOM), the United Nations Interregional Crime and Justice Research Institute (UNICRI) and the International Centre for Migration Policy Development (ICMPD). In the course of 2008, DCAF also published several articles on the topic of human trafficking.[27]

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[27] Benjamin S. Buckland, "More Than Just Victims: The Truth About Human Trafficking", *Public Policy Research* 15, no. 1 (2008): 42-47.
Benjamin S. Buckland, "Not So Fast: Trafficking, the Security Sector, and Organised Crime", *Standing Group on Organised Crime Newsletter* 7, no. 3 (2008): 7-8.
Jacqueline Berman and Cornelius Friesendorf, "Coercive Governance as Crime Control: EU Foreign Policy and the Fight Against Human Trafficking", *European Foreign Affairs Review* 13, no. 2 (2008): 189-209.

Private Security Regulation

The last couple of decades have witnessed a paradigm shift in the provision of security from public to private domain. This shift has called into question whether existing laws can effectively regulate these private actors, leading to problems of democratic accountability, impunity and the rule of law. On the international level, much debate has focused on the implications of state responsibility for actions by these private actors.

Recently, several initiatives have been launched seeking to address these challenges. These include efforts by the Swiss government in what is known as the *Swiss Initiative*. Led by the Swiss Federal Department of Foreign Affairs (DFA) in cooperation with the International Committee of the Red Cross, the Swiss Initiative seeks to identify regulatory options for states engaging private military and security companies (PMSCs), and to clarify and reaffirm obligations to uphold international humanitarian law and human rights when PMSCs are used.

In 2008, DCAF continued its active participation in the Swiss Initiative and provided advisory support to the drafting of *The Montreux Document on Pertinent International Legal Obligations and Good Practices for States related to Operations of Private Military and Security Companies during Armed Conflict*.[28]

The Montreux Document is the first international document affirming the applicability of international humanitarian and human rights law to PMSCs operating in the context of an armed conflict. It also contains a compilation of good practices designed to assist states in implementing their obligations under international law through the adoption of concrete measures at the national level. In September 2008, the Montreux Document was endorsed by 17 participating

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[28] Available at www.dcaf.ch/privatisation-security

states – Afghanistan, Angola, Australia, Austria, Canada, China, France, Germany, Iraq, Poland, Sierra Leone, South Africa, Sweden, Switzerland, the United Kingdom, Ukraine, and the United States of America. In 2009-2010, the Montreux Document will be promoted through a series of regional seminars in Africa, Asia and Latin America.

Also in the framework of the Swiss Initiative, DCAF provided support for the Swiss DFA in developing an international Code of Conduct for Private and Military Security Companies. If the Montreux Document is geared towards states engaging PMSCs, the Code of Conduct is intended for the PMSC industry itself. When completed, the Code of Conduct will outline a set of voluntary obligations for PMSCs to comply with international human rights and humanitarian law. Whereas the assumption of duties is voluntary, monitoring of the implementation and compliance with these duties will be subject to a binding procedure. The advantage of the Code of Conduct resides in the fact that it consists of self-imposed corporate obligations, therefore complementing any existing rules of public regulation of PMSCs.

In 2008, DCAF also supported efforts by the UN Working Group on the Use of Mercenaries (UNWG) to develop an international convention on PMSCs. DCAF authored a study for the UNWG on *European Practices of Regulation of PMSCs and Recommendations for Regulation of PMSCs through International Legal Instruments*. Expert advice was also provided in the framework of UNWG consultations held in Geneva in April and December, and in Moscow in October 2008.

Under a mandate from the Political Affairs Committee of the Council of Europe (CoE) Parliamentary Assembly, DCAF completed a study on best practices for regulating PMSCs. The report, entitled *Recommendations to the Council of Europe Parliamentary Assembly for Effective Regulation of Private Military and Security Companies*[29], examines the current

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[29] Available at www.dcaf.ch/privatisation-security

state of PMSC regulation in CoE member states and addresses the issue of PMSCs exporting security services across territorial borders. It also presents essential elements for the effective regulation of PMSCs on both national and international levels. A substantial portion of recommendations contained in DCAF's report was used in the CoE Parliamentary Assembly recommendation passed in January 2009 on *Private Military and Security Firms and the Erosion of the State Monopoly on the Use of Force*.[30]

In May 2008, DCAF took part in a European Parliament hearing and presented recommendations for effective regulation of PMSCs within the European Union and European Security and Defence Policy (ESDP) missions.

Additionally, a section on private military and security companies and gender was included in DCAF's *Gender and SSR Toolkit*.

Finally, under a mandate from the Swiss Federal Department of Foreign Affairs, DCAF developed a new website specifically focusing on the regulation of PMSCs. The website, www.privatesecurityregulation.net, features a global database of existing laws and regulations applicable to PMSCs and provides information concerning the Swiss Initiative, the Montreux Document and the international Code of Conduct for Private and Military Security Companies.

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[30] Available at http://assembly.coe.int

Integrating Gender and Child Protection into Security Sector Reform

The comprehensive integration of gender issues into security sector reform is essential for the success of overall reform efforts. However, in many contexts SSR programming fails to involve both women and men in decision-making processes and does not adequately address gender dynamics. In 2008, DCAF continued its work in the development of advocacy tools and training materials on integrating gender into SSR.

Responding to the need for information and analysis on gender issues, in February 2008 DCAF launched its *Gender and Security Sector Reform Toolkit*.[31] Developed jointly with the United Nations International Research and Training Institute for the Advancement of Women and the OSCE Office for Democratic Institutions and Human Rights, the Toolkit includes 12 Tools and Practice Notes addressing gender perspectives on the following topics: security sector reform; parliamentary oversight of the security sector; police reform; national security policy making; defence reform; civil society oversight of the security sector; justice reform; private military and security companies; penal reform; SSR assessment, monitoring and evaluation; border management; and gender training for security sector personnel.

Designed for SSR practitioners and policymakers, the Toolkit demonstrates the importance of gender in SSR processes, presents practical strategies to integrate gender into SSR, provides material from which to develop training and compiles international laws and standards on gender relevant to SSR.

During 2008, the Toolkit was introduced to the wider security community and tested with local partners in different parts of the

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[31] The Toolkit is available in hardcopy, as a CD-ROM and online at www.dcaf.ch/gssrtoolkit

world. Formal launches took place in Addis Ababa, Berlin, Brussels, Geneva, London, New York, Ottawa, Pretoria, Vienna, Warsaw and Washington. The Toolkit was used for numerous training events on gender and SSR held in Afghanistan, Canada, Kosovo, Liberia, Sierra Leone, Sweden, Switzerland, Timor Leste and the United Kingdom.

In 2008, DCAF began translating the Toolkit into Albanian, Arabic, Bahasa Indonesia, Dari, French, Russian and Spanish.

In response to increasing requests for Toolkit-based training, DCAF began developing a companion *Gender and Security Sector Reform Training Resource Package*. The aim of the Training Resource Package is to standardise the content and quality of training provided by DCAF and its partners. The Training Resource Package will be available in interactive and printable Web-based versions.

In 2008, DCAF drafted Section 9 entitled *Integrating Gender Awareness and Equality* [32] for *The OECD DAC Handbook on SSR: Supporting Security and Justice*. The Section provides guidance on how to integrate gender perspectives into SSR processes. It also includes practical information on gender-responsive SSR assessments, as well as general and sector-specific entry points and information on gender and SSR. Section 9 was formally launched by the OECD DAC in January 2009.

In recognition of the need to increase gender awareness in SSR in West Africa, DCAF launched a project entitled *Strengthening the Integration of Gender and Enhancing the Capacities of Female Security Sector Personnel in West Africa*. In collaboration with the Women Peace and Security Network – Africa (WIPSEN – Africa), DCAF conducted a series of training events geared towards female security sector personnel in Liberia and Sierra Leone.

Also in 2008, the Global Facilitation Network on Security Sector Reform (GFN-SSR), based at the University of Birmingham, invited

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[32] Available at www.oecd.org/dataoecd/4/52/42168607.pdf

DCAF to facilitate the gender session of its quarterly SSR Practitioners' Course on Security Sector Reform. The course caters to UK and international SSR field personnel and policymakers and helps set standards on SSR work worldwide.

In 2008, DCAF completed a book entitled *Seen, but Not Heard – Placing Children and Youth on the Security Governance Agenda*.[33] This publication explains how security provision can be made more relevant to the concerns and aspirations of children and youth – two groups especially impacted by armed conflict.

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[33] Available at www.dcaf.ch/publications

The International Security Sector Advisory Team

The International Security Sector Advisory Team (ISSAT) was officially established as a sub-division of DCAF in February 2008.

The ISSAT was created in recognition of the need to increase the capacity of the international community to support SSR processes, to enhance the effectiveness and quality of SSR programming and to increase the coordination and coherence of the international community's support for nationally driven SSR processes. The ISSAT's main aim is to reinforce its members' capacity, it does not replace it. The ISSAT's mandates are received from members of its Governing Board which is composed of core funders, observers and multilateral partners. Information regarding each mandate is circulated to all Governing Board members. Throughout 2008, the Board expanded from its original seven members to 18 members, which include 14 DCAF member states (Austria, Belgium, Canada, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland and the United Kingdom) as well as the OECD Development Assistance Committee (OECD DAC), UNDP, the UN Department of Peacekeeping Operations (DPKO), and the UN Department of Political Affairs (DPA).

The ISSAT is designed to support the development of national SSR capacity, both of donors and partner countries, by providing

the following five key services:

1) Support to SSR assessments;
2) Provision of guidance on SSR programme design;
3) Support to monitoring and evaluation of SSR programmes;
4) SSR training and capacity development;
5) Other support services, such as country monitoring, sharing lessons learned, etc.

To support its core team, the ISSAT established a roster of experts which brings together some 25 SSR practitioners from all over the world. The roster has already provided invaluable support to a number of ISSAT missions. The combination of the solid core team and the roster of experts has allowed the ISSAT to deploy up to three teams simultaneously and on very short notice.

The ISSAT provides DCAF with a flexible rapid response capacity on a global scale. Since its inception, the ISSAT has completed more than 20 operational missions throughout Europe, Africa and the Americas, including Austria, Bolivia, Burundi, Canada, the Central African Republic, the Democratic Republic of Congo, Guinea, Guinea-Bissau, Italy, the Philippines, Southern Sudan, Sweden and the UK.

During 2008, the ISSAT's work focused on three areas of activity:

In the area of **support to SSR assessments**, the ISSAT completed six assessment missions supporting the Swiss Government, the UN Department of Political Affairs and the UK in the Democratic Republic of Congo, Guinea and Guinea-Bissau, respectively. The missions varied in range from broad needs assessments to identifying opportunities for assistance in narrower fields, such as military justice.

In the area of **provision of guidance on SSR programme design**, ISSAT played a key role in designing the Swiss Government's support programme to Southern Sudan and the UK's SSR programme in Guinea-Bissau. The ISSAT also provided the UN Department of

Political Affairs (DPA) with SSR advisors to reinforce DPA mediation teams in Guinea and the Central African Republic. Such collaboration with DPA is innovative and represents a new approach, ensuring that mediation efforts include mechanisms to deal with SSR challenges as part of national dialogue and peace processes. Furthermore, the ISSAT provided support to the UNDP County Office in the Central African Republic in its efforts to support the government plan for a National Seminar on SSR scheduled for April 2009.

The majority of the ISSAT's activities throughout 2008 focused on **SSR training and capacity development**. The ISSAT created an outline for a standardised approach to SSR training based on two modules: an introductory module addressing main SSR principles and practices, and an advanced module providing knowledge and skills in four specific areas: SSR programme design; programme management, coordination and financing; SSR assessments; and monitoring and evaluation.

In its training activities, ISSAT adopts a 'whole-of-government' approach engaging all relevant actors in government departments, security sector institutions, civil society, as well as international and regional stakeholders. In 2008, the introductory training was delivered to whole-of-government audiences in Austria, Canada, the UK, and as part of a joint 'Nordic' session with Denmark, Finland, Norway and Sweden.

Working in cooperation with the UNDP and the OECD DAC, ISSAT also supported a series of capacity building events and in-country SSR consultations with the national authorities in Bolivia, the Central African Republic and Guinea-Bissau. The objective of these consultations was to provide a forum for national governments and donors to engage in a dialogue on SSR priorities and needs, current donor support and the relation of both dimensions to the practice and principles of *The OECD DAC Handbook on SSR: Supporting Security and Justice.*

In order to build the capacity of governments to provide SSR training, the ISSAT developed a special Train-the-Trainer course in SSR. In 2008, this course was introduced to members of the Canadian government who will facilitate future SSR training within their departments. In addition, the Train-the-Trainer course was launched in the Philippines in December 2008 as part of DCAF's efforts to develop the capacity of local NGOs in Southeast Asia to provide SSR training.

Throughout the year, the ISSAT worked closely with the UN Department of Peacekeeping Operations to develop training and sensitisation courses for senior management from across the UN, as well as field personnel from UN peacekeeping missions and country offices. The development of sensitisation and training courses aims not only to facilitate greater coherence on SSR within the UN, but also to help fill a capacity gap when it comes to translating policy guidelines into concrete activities within UN peacekeeping missions and country programmes.

The ISSAT ran its pilot SSR training course for UN personnel at the United Nations' inter-agency workshop on SSR in Brindisi, Italy in June 2008. This training course focused on the skills needed to effectively provide support to SSR planning, assessment, programme design and implementation. It also provided an introduction to the UN approach to SSR and lessons learned from the experiences of SSR in UN integrated missions.

In order to help standardise and coordinate the work of SSR education and training among international training agencies, the ISSAT participated in the establishment of the Association for SSR Education and Training (ASSET). ASSET comprises over 20 education and training organisations that support the development of SSR capacity within governments, donors, security sector institutions, parliaments, civil society, and global/regional organisations.

In 2008, the ISSAT began developing the website for ASSET (http:// asset-ssr.org), as well as coordinating the development of standardised training materials on SSR.

For more information on the ISSAT, visit www.dcaf.ch/issat.

Annexes

DCAF Foundation Council

The Foundation Council is the supreme body of the DCAF Foundation. In 2008 it comprised **52 Member States** (including the canton of Geneva). The Council is presided over by Mr. Christophe Keckeis (Switzerland). Hon. Adolf Ogi, former Federal Counsellor and President of the Swiss Confederation, is Honorary President of the DCAF Foundation Council.

The table below lists DCAF Member States alphabetically. The figure in brackets indicates the year each State joined the DCAF Foundation. The list of DCAF Member States' representatives is given as of 15 April 2008.

Albania (2000)
Ambassador Mehmet **Elezi**
Ambassador to Switzerland

Armenia (2002)
Ambassador Zohrab **Mnatsakanian**
Permanent Representative to the United Nations Office and other International Organisations in Geneva

Austria (2000)
Major General Johann **Pucher**
Director for Security Policy, Ministry of Defence

Azerbaijan (2002)
Ambassador Araz **Azimov**
Deputy Minister of Foreign Affairs

Belarus (2002)
Ambassador Sergei **Aleinik**
Permanent Representative to the United Nations Office and other International Organisations in Geneva

Belgium (2004)
Hugo **Brauwers**
Consul General and Deputy Permanent Representative, Permanent Mission to the United Nations Office and Specialized Institutions in Geneva

Bosnia and Herzegovina (2001)
Ambassador Emina **Kečo-Isaković**
Permanent Representative to the United Nations Office at Geneva

	Bulgaria (2000)	Ambassador Petko **Draganov** Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Canada (2003)	Ambassador Marius **Grinius** Permanent Representative to the Conference on Disarmament
	Cote d'Ivoire (2001)	Mr. Gahié Bertin **Kadet** Special Advisor on Defence, Security and Military Procurement, Office of the President
	Croatia (2001)	Ambassador Mirjana **Mladineo** Permanent Representative to the United Nations Office and other International Organisations at Geneva
	Cyprus (2008)	Ambassador Andreas **Hadjichrysanthou** Permanent Representative to the United Nations Office at Geneva and Specialised Institutions in Switzerland
	Czech Republic (2000)	Ambassador Tomáš **Husák** Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Denmark (2002)	Ms. Pernille **Langeberg** Head of Department of Security Cooperation and International Law, Ministry of Defence
	Estonia (2000)	Mr. Sven **Sakkov** Deputy Undersecretary for Defence Policy, Ministry of Defence
	Finland (2000)	Ambassador Hannu **Himanen** Permanent Representative to the United Nations Office and other International Organisations in Geneva
	France (2000)	Ambassador Eric **Danon** Permanent Representative to the Conference on Disarmament
	Geneva (Canton) (2000)	Mr. Jean **Freymond** Director, Geneva Dialogues

| Georgia (2001) | Mr. David **Kapanadze** Senior Councilor, Permanent Mission to the United Nations and other International Organisations at Geneva |

| Germany (2000) | Major General Karl **Müllner** Assistant Chief of Armed Forces Staff (Politico-Military Affairs and Arms Control), Ministry of Defence |

| Greece (2002) | Ambassador Alexandros **Philon** Head of the Centre for Analysis and Planning, Ministry of Foreign Affairs |

| Hungary (2000) | Mr. József **Bali** State Secretary for Defence Policy, Ministry of Defence |

| Indonesia (2007) | Ambassador Makarim **Wibisono** Permanent Representative to the United Nations Office and other International Organisations in Geneva |

| Ireland (2000) | Ambassador Dáithí **O'Ceallaigh** Permanent Representative to the United Nations Office and Specialised Institutions in Geneva |

| Italy (2001) | Ambassador Giovanni **Manfredi** Permanent Representative to the Conference on Disarmament |

| Latvia (2000) | Mr. Janis **Karlsbergs** Representative of the Ministry of Defence to NATO and the EU |

| Lebanon (2007) | Brigadier General Walid **Salman** Lebanese Armed Forces |

| Liechtenstein (2006) | Ambassador Norbert **Frick** Permanent Representative to the United Nations Office and other International Organisations in Geneva |

	Lithuania (2000)	Mr. Andrius **Krivas** Undersecretary for Policy and International Relations, Ministry of National Defence
	Luxembourg (2003)	Ambassador Gérard **Philipps** Ambassador to Switzerland
	Republic of Macedonia (2000)	Ambassador Tihomir **Ilievski** Ministry of Foreign Affairs
	Malta (2008)	Ambassador Victor **Camiller**i Permanent Representative to the United Nations Office and Specialized Institutions in Geneva
	Moldova (2002)	Ambassador Tatiana **Lapicus** Permanent Representative to the United Nations Office and Specialized Institutions in Geneva
	Montenegro (2006)	Ambassador Milorad **Šćepanović** Deputy Ministrer of Foreign Affairs
	Netherlands (2001)	Ambassador Johannes **Landman** Permanent Representative to the Conference on Disarmament
	Nigeria (2000)	Ambassador Martin **Uhomoibhi** Ambassador to Switzerland
	Norway (2002)	Ambassador Bente **Angell-Hansen** Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Poland (2000)	Ambassador Adam **Kobieracki** Director of the Security Policy Department, Ministry of Foreign Affairs

	Portugal (2003)	Ambassador Francisco Manuel **da Fonseca Xavier Esteves** Permanent Representative to the United Nations Office and other International Organizations in Geneva
	Romania (2000)	Ambassador Doru-Romulus **Costea** Permanent Representative to the United Nations Office and Specialised Institutions in Switzerland
	Russian Federation (2000)	Lieutenant General Gennady **Zolotukhin** Chief of the Legal Service of the Armed Forces, Ministry of Defence
	Serbia (2001)	Ambassador Predrag **Simić** Ambassador to France
	Slovak Republic (2000)	Ambassador Anton **Pinter** Permanent Representative to the United Nations Office and other International Organisations at Geneva
	Slovenia (2001)	Mr. Goran **Klemenčič** State Secretary, Ministry of the Interior
	South Africa (2001)	Mr. Tsepe **Motumi** Chief of Policy and Planning, Deputy Director-General, Department of Defence
	Spain (2001)	Brigadier General Jose J. **Muñoz Castresana** Defence Policy Directorate, Ministry of Defence
	Sweden (2001)	Ambassador Hans **Dahlgren** Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Switzerland (2000)	Mr. Christophe **Keckeis** President of DCAF's Foundation Council
	Switzerland (2000)	Ambassador Jürg **Streuli** Permanent Representative to the Conference on Disarmament, Treasurer of the DCAF Foundation Council

🇨🇭	Switzerland (2000)	Dr. Markus **Seiler** Secretary-General, Federal Department of Defence, Civil Protection and Sports, Secretary of DCAF Foundation Council
🇹🇷	Turkey (2003)	N.N.
🇺🇦	Ukraine (2000)	Ambassador Mykola **Maimeskul** Permanent Representative to the United Nations Office and other International Organizations having their Headquarters in Geneva
🇬🇧	United Kingdom (2000)	Ms. Michele **Law** Security Sector Reform Adviser, Department for International Development
🇺🇸	United States (2000)	Colonel Godfred N. **Demandante**, Jr. Air Attaché, American Embassy, Bern
	International Organisation of la Francophonie (observer)	Ambassador Libère **Bararunyeretse** Permanent Observer, Permanent Delegation of the International Organisation of la Francophonie (OIF) to the United Nations Office at Geneva

The Bureau

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

	President	Mr. Christophe **Keckeis** President of DCAF's Foundation Council
	Treasurer	Ambassador Jürg **Streuli** Permanent Representative of the Swiss Confederation to the Conference on Disarmament
	Secretary	Dr. Markus **Seiler** Secretary-General, Swiss Federal Department of Defence, Civil Protection and Sports
	Member	Ambassador Hans **Dahlgren** Permanent Representative of Sweden to the United Nations Office and other International Organisations in Geneva
	Member	Ms. Michele **Law** Security Sector Reform Adviser, UK Department for International Development

DCAF Advisory Board

DCAF's International Advisory Board is the Centre's primary consultative body. It is composed of eminent international experts in DCAF's fields of operation who act in their personal capacity. The list of DCAF Advisory Board Members is given as of 15 April 2008.

Alexey **Arbatov**	Corresponding Member of the Russian Academy of Sciences; Director of the Center for International Security at the Institute for World Economy and International Relations
Bernardo **Arévalo de Léon**	Director of the UNDP / Interpeace Joint Program Unit for Participatory Strategies for Peacebuilding and Development
Alyson **Bailes**	Visiting Professor, Department of Political Science, University of Iceland, Reykjavik
Nicole **Ball**	Senior Fellow, Center for International Policy, Washington DC
Peter **Batchelor**	Chief of Conflict Prevention and Recovery Team, UNDP Bureau for Crisis Prevention and Recovery, Geneva
Yehven **Bersheda**	Ambassador of Ukraine to Belgium
Hido **Biščević**	Secretary General, Regional Co-operation Council, Sarajevo
Carl **Bildt**	* Membership on the Advisory Board suspended during tenure as Minister of Foreign Affairs of Sweden
Christian **Catrina**	Deputy Head, Directorate for Security and Defence Policy, Swiss Federal Department of Defence, Civil Protection and Sports
Ümit **Cizre**	Professor, Department of Political Science, Bilkent University, Ankara

Anthony **Cordesman**	Arleigh A. Burke Chair in Strategy, Center for Strategic and International Studies, Washington DC
Peter **Croll**	Director, Bonn International Center for Conversion
Erwin **Dahinden**	Director International Relations Defence, Swiss Federal Department of Defence, Civil Protection and Sports
Jean-Jacques **de Dardel**	Swiss Ambassador to Belgium and NATO
Álvaro **de Vasconcelos**	Director of the European Union Institute for Security Studies, Paris
Elisabeth **Decrey Warner**	Executive President, Geneva Call
Jayantha **Dhanapala**	Chairman, UN University Council; President, Pugwash Conferences on Science and World Affairs
Jonah **Elaigwu**	President, Institute of Governance and Social Research, Jos, Nigeria
Michael **Emerson**	Senior Research Fellow, Centre for European Policy Studies, Brussels
Pieter **Feith**	EU Special Representative in Kosovo
Nicole **Gnesotto**	Former Director of the European Union Institute for Security Studies, Paris
Miroslav **Hadžić**	President, Centre for Civil-Military Relations; Professor, Faculty of Political Science, University of Belgrade
Aleya **Hammad**	Secretary-General, Women Defending Peace, Geneva
François **Heisbourg**	Special Advisor, Foundation for Strategic Research, Paris; Chairman, International Institute for Strategic Studies, London

Eboe **Hutchful**	Executive Director, African Security Dialogue and Research, Accra
Paul **Jackson**	Director of the Global Facilitation Network for Security Sector Reform and Head of International Development Department, University of Birmingham, UK
Pauli **Järvenpää**	Director-General, Department of Defence Policy, Finnish Ministry of Defence
Ljubica **Jelusic**	Minister of Defence of Slovenia
Søren **Jessen-Petersen**	Former Head of the United Nations Interim Administration Mission in Kosovo
Andrzej **Karkoszka**	Managing Director, Aerospace, Defence and Security, Central and Eastern Europe, PriceWaterhouseCoopers
Catherine **Kelleher**	College Park Profesor, University of Maryland; Senior Fellow, Watson Institute, Brown University
Ģirts Valdis **Kristovskis**	Vice-Chairman of the Committee on Security and Defence, European Parliament
Sonja **Licht**	President, Belgrade Fund for Political Excellence
Agnès **Marcaillou**	Director, Regional Disarmament Branch, United Nations Office for Disarmament Affairs
Michael **Matthiessen**	Personal Representative of the Secretary-General/High Representative for Parliamentary Affairs, Council of the European Union
Boubacar **N'Diaye**	Professor, Political Science Department, College of Wooster
Karlis **Neretnieks**	Researcher and former Rector, Swedish National Defence College; former Advisor on Security Sector Reform, Swedish Ministry of Defence

Michael **Noone**	Professor of Law, Catholic University of America, Washington DC
Jaromír **Novotný**	Ambassador of the Czech Republic to Japan
'Funmi **Olonisakin**	Director of the Conflict, Security and Development Group, International Policy Institute, King's College, London
Sergei **Ordzhonikidze**	Under-Secretary-General, Director-General, United Nations Office at Geneva
Ioan Mircea **Paşcu**	Member of the European Parliament, former Minister of National Defence of Romania
Wolfgang **Petritsch**	Permanent Representative of Austria to the Organisation for Economic Co-operation and Development
Johann **Pucher**	Director for Security Policy, Austrian Ministry of Defence
Žarko **Puhovski**	Professor, University of Zagreb; Scientific Director, European Peace University, Stadtschlaining, Austria; Chairperson, Helsinki Committee For Human Rights – Croatia
Max-Peter **Ratzel**	Director of Europol
Tomas **Ries**	Director, Institute for International Affairs, Stockholm
Sergey **Rogov**	Director, Institute of USA and Canada, Russian Academy of Sciences, Moscow
Adam Daniel **Rotfeld**	Polish Institute of International Affairs; former Minister of Foreign Affairs of Poland;
Abdulaziz **Sager**	Chairman, Gulf Research Center, Dubai
Herbert **Salber**	Director, Conflict Prevention Centre of the OSCE

Velizar **Shalamanov**   Chairman, George C. Marshall Association – Bulgaria

Walter **Slocombe**   Partner, Caplin Drysdale, Chartered, Washington DC; former Under Secretary of Defense for Policy, US Department of Defense

Fred **Tanner**   Director, Geneva Centre for Security Policy

James **Thomson**   President and Chief Executive Officer, RAND

Willem **van Eekelen**   Member of the Netherlands Advisory Committee on European Integration; former Minister of Defence of the Netherlands, former Secretary General of the Western European Union

Alfred **van Staden**   Chairman, Netherlands' Society for International Affairs; Professor of International Relations, Leiden University

Pieter **Verbeek**   Former Director of the Working Table III (Security, Defence, Justice and Home Affairs), Stability Pact for South Eastern Europe

Nancy **Walker**   President, AfricaNet, Washington DC

Jusuf **Wanandi**   Member of the Board of Directors, Senior Fellow, Centre for Strategic and International Studies, Jakarta

Daniel **Warner**   Deputy to the Director, Graduate Institute of International and Development Studies, Geneva

Bruce **Weinrod**   Secretary of Defense Representative, Europe & Defense Advisor, U.S. Mission to NATO

Mark **White**   Security Sector Reform Adviser, Department for International Development, UK, Regional Conflict Adviser, West Africa

Andrei **Zagorski**   Associate Professor, Moscow State Institute for International Relations

DCAF Staff

DCAF staff in 2008 numbered over 100 employees from 33 countries. A list of the nationalities of permanent staff, as well as a list of States which provided DCAF with seconded personnel in 2008 can be found below.

Permanent Staff in 2008

Argentina	1		Norway	1
Australia	1		New Zealand	1
Austria	1		Pakistan	1
Bosnia and Herzegovina	1		Palestinian National Authority	6
Brazil	1		Poland	1
Bulgaria	2		Romania	2
Canada	5		Russian Federation	1
Denmark	1		Serbia	1
Estonia	1		Sierra Leone	1
Finland	1		Slovenia	5
France	11		South Africa	1
Germany	5		Spain	3
Hungary	1		Sri Lanka	1
Italy	3		Sweden	3
Côte d'Ivoire	1		Switzerland	38
Macedonia	2		United Kingdom	11
Netherlands	2		United States	2

Seconded Personnel in 2008

Austria	1		Romania	1
Canada	1		Slovenia	1
France	1		Spain	1
Macedonia	1		Switzerland	1
Norway	1		United Kingdom	1

The International Security Sector Advisory Team (ISSAT)

DCAF's International Security Advisory Team (ISSAT) provides the international community with comprehensive advice on the technical and process aspects of supporting SSR. The ISSAT provides five main services: support to SSR assessments; provision of guidance on SSR programme design; support to monitoring and evaluation of SSR programmes; SSR training and capacity development; other support services, such as country monitoring and sharing lessons learned.

The ISSAT is administered by its Governing Board which is composed of 14 donor countries (including observers) and 5 multilateral partners. The ISSAT Governing Board members are listed below.

States

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

Multilateral organisations

European Commission

Organisation for Economic Co-operation and Development (OECD)

United Nations Department of Peacekeeping Operations (DPKO)

United Nations Department of Political Affairs (DPA)

United Nations Development Programme (UNDP)

DCAF Organisation Chart and Offices
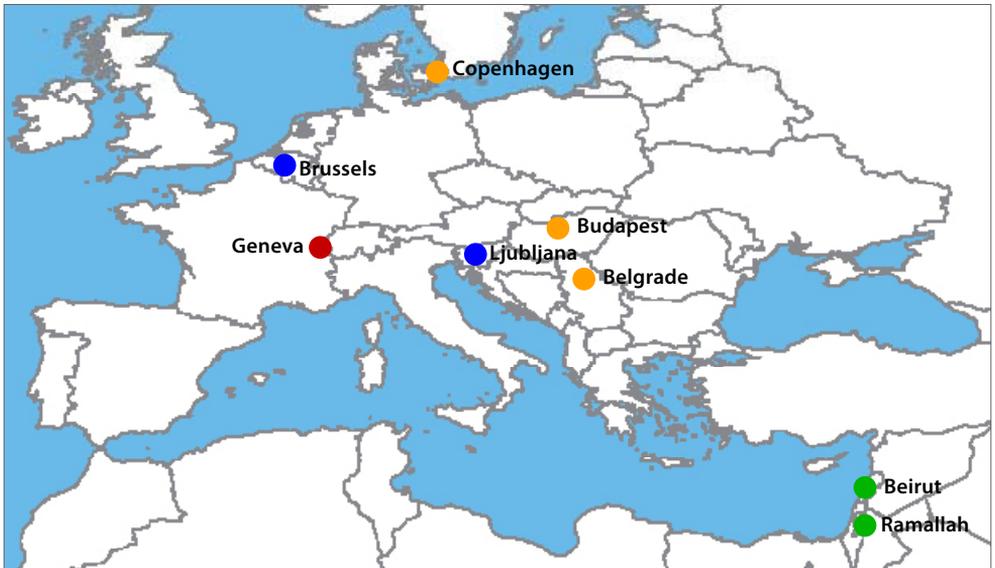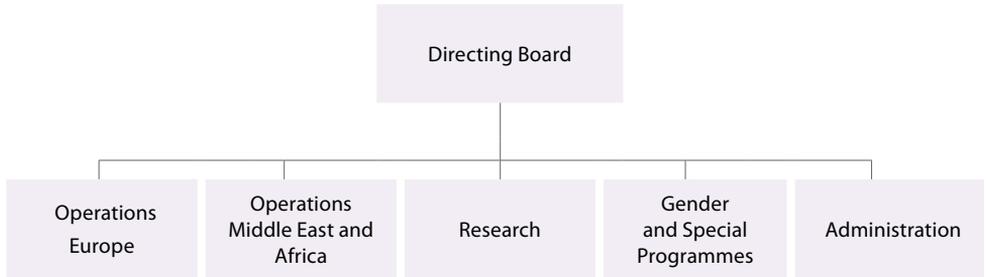
🔴 Head office

🔵 Offices having separate legal identity under host country's law

🟢 Regional offices

🟠 Other offices

DCAF Accounts and Donors

DCAF's budget in 2008 reached **25,1 million Swiss francs**. While the Swiss government remains the main contributor to DCAF's budget, the share of funding provided by other governments, especially as regards project funding, continues to grow. Detailed information on income and expenditure items, as well as a list of DCAF's donor governments in 2008 can be found below. All figures are given in Swiss francs.

Overall Contributions to DCAF	2008
Switzerland	
DDPS* core funding	6,415,456
DFA** core funding	3,963,000
DDPS project-related funding	1,185,500
DFA project-related funding	1,146,559
Total Cash Contributions (Switzerland)	**12,710,515**
DDPS seconded personnel	270,000
DDPS IT support	185,000
DDPS logistical support	30,000
DFA logistical support	10,000
Total In-kind Contributions (Switzerland)	**495,000**
Other countries	
Core funding	885,363
Project-related funding	4,599,841
Total Cash Contributions (Other countries)	**5,485,204**
Seconded personnel	1,102,000
Joint project contributions	432'000
Local logistical support	1,149,000
Total In-kind Contributions (Other countries)	**2,683,000**

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* Swiss Federal Department of Defence, Civil Protection and Sport

** Swiss Federal Department of Foreign Affairs

Other revenue

Total Other Revenue   343,480

Transitory accounts

Total Transitory Accounts   3,448,927

Grand Total   SFr. 25,166,126

Overall Contributions to DCAF in 2008

Transitory accounts
SFr. 3'448'927, 14%

Other income
SFr. 343'480, 1%

Other countries'
in-kind contributions
SFr. 2'683'000, 11%

DDPS core funding
SFr. 6'415'456, 24%

Other countries'
project-related funding
SFr. 4'599'841, 18%

DDPS project-
related funding
SFr. 1'185'500, 5%

Other countries' core funding
SFr. 885'363, 4%

DDPS in-kind contributions
SFr. 485'000, 2%

DFA project-related funding
SFr. 1'146'559, 5%

DFA core funding
SFr. 3'963'000, 16%

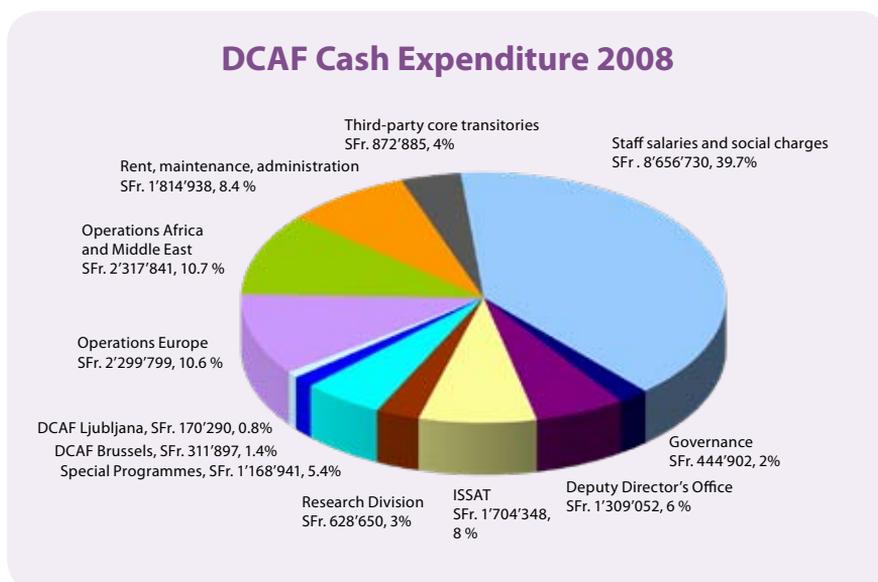| Cash Income	2008
Swiss DDPS core funding	6,415,456
Swiss DFA core funding	3,963,000
Other countries' core funding	820,000
Swiss DDPS project-related funding	1,185,500
Swiss DFA project-related funding	1,146,559
Other countries' project-related funding	4,665,204
Transitory accounts	3,448,927
Other income	343,480
Grand Total	**SFr. 21,988,126**

DCAF Cash Income 2008

Other income
SFr. 343'480, 2%

Transitory accounts
SFr. 3'448'927, 16%

DDPS core funding
SFr. 6'415'456, 29%

Other countries'
project-related funding
SFr. 4'665'204, 21%

DDPS project-related funding
SFr. 1'185'500, 5%

Other countries' core funding
SFr. 820'000, 4%

DFA project-
related funding
SFr. 1'146'559, 5%

DFA core funding
SFr. 3'963'000, 18%
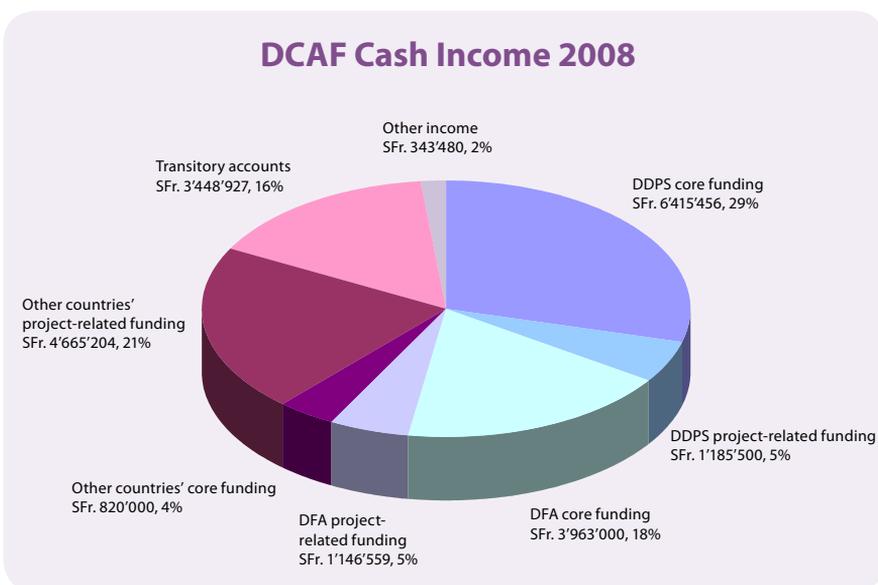
Cash Expenditure	2008
DCAF Units (including transitory accounts)	
Operations Europe	2'299'799
Operations Africa and Middle East	2'317'841
Research Division	628'650
International Security Sector Advisory Team (ISSAT)	1'704'348
Special Programmes	1'168'941
Deputy Director's Office	1'309'052
Governance	444'902
DCAF Brussels	311'897
DCAF Ljubljana	170'290
Other	13'417
Total Expenditure DCAF Units	**11'242'022**
Staff salaries and social charges	8'656'730
Rent, maintenance and administration	1'814'938
Third-party core transitories	872'885
Total Cash Expenditure	**SFr. 21,713,691**

DCAF Cash Expenditure 2008

Third-party core transitories
SFr. 872'885, 4%

Rent, maintenance, administration
SFr. 1'814'938, 8.4 %

Staff salaries and social charges
SFr . 8'656'730, 39.7%

Operations Africa
and Middle East
SFr. 2'317'841, 10.7 %

Operations Europe
SFr. 2'299'799, 10.6 %

DCAF Ljubljana, SFr. 170'290, 0.8%
DCAF Brussels, SFr. 311'897, 1.4%
Special Programmes, SFr. 1'168'941, 5.4%

Research Division
SFr. 628'650, 3%

ISSAT
SFr. 1'704'348,
8 %

Deputy Director's Office
SFr. 1'309'052, 6 %

Governance
SFr. 444'902, 2%

DCAF's Donor Governments in 2008

		Core funding	Project-related funding	Seconded Personnel
	Austria		•	•
	Canada		•	•
	Czech Republic		•	
	Estonia	•	•	
	Finland	•		
	France		•	•
	Germany		•	
	Ireland		•	
	Liechtenstein	•	•	
	Republic of Macedonia			•
	Montenegro		•	
	Netherlands		•	
	Norway		•	•
	Romania			•
	Slovakia		•	
	Slovenia		•	•
	Spain		•	•
	Sweden	•	•	
	Switzerland	•	•	•
	United Kingdom		•	•

DCAF Publications

DCAF has published some 400 titles (books and papers) since 2000, some 30 of them in 2008. Most can be downloaded free of charge as PDF files from the DCAF website at **www.dcaf.ch/publications**. Printed and bound copies of some publications can also be obtained from the DCAF website or from the websites of commercial publishers or internet retail bookshops. The most recent titles published by DCAF are listed below.

Challenges of Security Sector Governance in West Africa
Alan Bryden, Boubacar N'Diaye and 'Funmi Olonisakin (eds.)
(Available in English and French)

available from www.dcaf.ch/publications
and www.lit-verlag.ch

The European Code of Police Ethics and the Vocational Socialization of Security Personnel in Turkey
Ibrahim Cerrah
available from www.dcaf.ch/publications

Parliamentary Oversight of the Security Sector in Western Africa
Adedeji Ebo and Boucabar N'Diaye (eds.)
available from www.dcaf.ch/publications

Defence Institution Building: Country Profiles and Needs Assessments for Armenia, Azerbaijan, Georgia and Moldova. Background Materials
Philipp Fluri and Viorel Cibotaru
available from www.dcaf.ch/publications

Defence and Security Sector Transition in Central Asia
Philipp Fluri and Martin Malek (eds.)
available from www.dcaf.ch/publications

Entry-Points to Palestinian Security Sector Reform
Roland Friedrich and Arnold Luethold (eds.)
(Available in English and Arabic)

available from www.dcaf.ch/publications
and www.nomos.de

The Security Sector Legislation of the Palestinian National Authority
Roland Friedrich, Arnold Luethold and Firas Milhelm (eds.)
(Available in English and Arabic)

available from www.dcaf.ch/publications

Security Sector Reform and UN Integrated Missions: Experience from Burundi, the Democratic Republic of Congo, Haiti and Kosovo
Heiner Hänggi and Vincenza Scherrer (eds.)
available from www.dcaf.ch/publications
and www.lit-verlag.ch

Liberia's Security Sector Legislation
Thomas Jaye (ed.)
available from www.dcaf.ch/publications

Seen, but not Heard. Placing Children and Youth on the Security Governance Agenda
David Nosworthy (ed.)
available from www.dcaf.ch/publications
and www.lit-verlag.ch

Civil-Military Relations and Democratic Control of the Security Sector
Plamen Pantev, Valeri Ratchev, Todor Tagarev and Viara Zaprianova (eds.)
(Available in English, Russian and Ukrainian)

available from www.dcaf.ch/publications

Political and Budgetary Oversight of the Ukrainian Intelligence Community: Processes, Problems and Prospects for Reform
Oleksii Petrov
available from www.dcaf.ch/publications

Building Transparency and Reducing Corruption in Defence: A Workshop of Institutional Practitioners
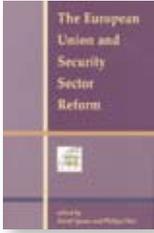Mark Pyman, Peter Foot and Philipp Fluri (eds.)
available from www.dcaf.ch/publications
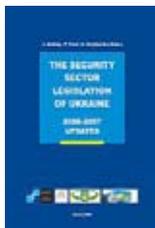
The Security Sector Legislation of Ukraine: 2006-2007 Updates
Jiri Sedivy, Philipp Fluri and Anatoli Grytsenko (eds.)
available from www.dcaf.ch/publications

The European Union and Security Sector Reform
David Spence and Philipp Fluri (eds.)
available from www.johnharperpublishing.co.uk

The United Nations and Security Sector Reform:
A Year On from the Security Council Open Debate
DCAF, Ministry of Foreign Affairs of Slovakia and
United Nations Office at Geneva
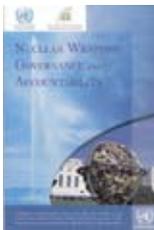(Available in English and French)

available from www.dcaf.ch/publications

Security Sector Development and the Rule of Law in
Afghanistan
DCAF and NATO Parliamentary Assembly
available from www.dcaf.ch/publications

**Nuclear Weapons : Governance and Accountability**
DCAF and United Nations Office at Geneva
(Available in English and French)

available from www.dcaf.ch/publications

DCAF Handbooks

DCAF Handbooks are practical guides to specific issues of Security Sector Governance. They provide examples, best practices, norms and standards, as well as guidelines and checklists. Language versions published in 2008 are highlighted.
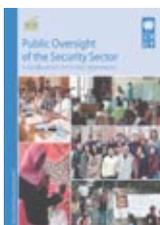
Public Oversight of the Security Sector: A Handbook for Civil Society Organisations
Eden Cole, Kerstin Eppert and Katrin Kinzelbach (eds.)
DCAF and UNDP, 2008
(Available in **English**)

available from www.dcaf.ch/handbooks

Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel
Hans Born and Ian Leigh
DCAF and OSCE/ODIHR, 2008
(Available in **English** and **Russian**)

available from www.dcaf.ch/handbooks

Making Intelligence Accountable: Legal Standards and Best Practices for Oversight of Intelligence Agencies
Hans Born and Ian Leigh
Publishing House of the Parliament of Norway, 2005
(Available in Albanian, Arabic, Bulgarian, Croatian, Dari, English, Georgian, Indonesian (Bahasa), Macedonian, Russian, Serbian, Spanish, **Turkish** and Ukrainian)

available from www.dcaf.ch/handbooks

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

available from www.dcaf.ch/handbooks

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

available from www.dcaf.ch/handbooks

DCAF Toolkits

Legislating for the Security Sector

The Toolkit comprises three publications on international police standards : *Guidebook on Democratic Policing; The European Code of Police Ethics* and *Ten Basic Human Standards for Law Enforcement Officials.*
(Available in English and Arabic)

available from www.dcaf.ch/publications

Gender and Security Sector Reform Toolkit

The Toolkit includes 12 Tools and Practice Notes addressing gender perspectives on the following topics: security sector reform; parliamentary oversight of the security sector; police reform; national security policy making; defence reform; civil society oversight of the security sector; justice reform; private military and security companies; penal reform; SSR assessment, monitoring and evaluation; border management; and gender training for security sector personnel.

available from www.dcaf.ch/gssrtoolkit

DCAF Yearly Books

In 2008, the sixth volume in DCAF's flagship Yearly Book series was published. The topic of the 2008 edition is *Local Ownership and Security Sector Reform*. With contributions from DCAF experts as well as leading SSR policy makers and practitioners, this volume furthers the debate on what local ownership is and why it matters for SSR, and explores how ownership issues have played out in the context of specific SSR case studies (Afghanistan, Bosnia and Herzegovina, Indonesia, Liberia, Palestine and South Africa).

All books in the DCAF Yearly Book series can be downloaded free of charge from the DCAF website at **www.dcaf.ch/yearbooks**. Printed and bound copies can be purchased from the publisher at **www.lit-verlag.ch**.

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

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

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

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

Reform and Reconstruction of the Security Sector
Alan Bryden and Heiner Hänggi (eds.), 2004

Challenges of Security Sector Governance
Heiner Hänggi and Theodor H. Winkler (eds.), 2003

DCAF Policy Papers and Occasional Papers

DCAF Occasional Papers are detailed, theoretical studies on core issues of Security Sector Governance. DCAF Policy Papers offer a practical, policy-oriented view of these issues. Fifteen Occasional Papers and 29 Policy Papers have been published so far, four of them in 2008. The most recent titles are listed below.

Other titles in the DCAF Occasional Papers and DCAF Policy Papers series can be downloaded free of charge from the DCAF website at **www.dcaf.ch/publications**. Printed and bound copies can also be purchased.

- **Integrating Gender in Post-Conflict Security Sector Reform**
  Megan Bastick, 2008
  DCAF Policy Paper 29

- **Parliamentary Oversight of ESDP Missions**
  Hans Born, Suzana Anghel, Alex Dowling and Teodora Fuior, 2008
  DCAF Policy Paper 28

- **Strengthening Parliamentary "War Powers" in Europe:**
  Lessons from 25 National Parliaments
  Sandra Dieterich, Hartwig Hummel and Stefan Marschall, 2008
  DCAF Policy Paper 27

- **Code of Conduct: Tool for Self-Regulation for Private Military and Security Companies**
  Nils Rosemann, 2008
  DCAF Occasional Paper 15

DCAF Backgrounders

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

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

- **Child Soldiers**

- **Contemporary Challenges for the Intelligence Community**

- **Defence Attachés**

- **Defence Reform**

- **Democratic Control of Armed Forces**

- **Intelligence Services**

- **Military Justice**

- **Military Ombudsman**

- **Multiethnic Armed Forces**

- **National Security Councils**

- **National Security Policy**

- **Parliamentary Committees on Defence and Security**

- **Parliamentary Oversight of Intelligence Services**

- **Parliament's Role in Defence Budgeting**

- **Parliament's Role in Defence Procurement**

- **Police Reform**

- **Private Military Companies**

- **Security Sector Governance and Security Sector Reform**

- **Security Sector Reform and Gender**

- **Security Sector Reform and Intergovernmental Organisations**

- **Security Sector Reform in Post-Conflict Peacebuilding**

- **Sending Troops Abroad**

- **States of Emergency**

- **Trafficking in Human Beings**

- **Vetting for the Security Sector**

DCAF Strategy Paper 2008-2011

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

I.   The international setting for SSR / SSG

1 .   The good governance of the security sector is an essential precondition for peace, stability, sustainable economic development, the rule of law, and democracy. Furthermore, an efficient security sector is a precondition for ensuring national and human security, and the ability of States to face new security threats such as organised crime, terrorism, trafficking and illegal migration.

2.   Countries in transition towards democracy and countries emerging from conflict have particularly acute needs in the area of Security Sector Governance (SSG) and Security Sector Reform (SSR). As a result, SSG/SSR have become an important aspect of conflict prevention, conflict management and conflict resolution as well as an integral part of crisis management and peacebuilding missions. Over the last few years most international organisations have addressed the issue of SSG/SSR and developed, or are in the process of developing, corresponding strategies – often calling upon DCAF expertise. This trend is likely to continue.

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

4.   SSG and SSR – DCAF's core business – are thus among the areas of expertise that will be internationally most in demand in the years to come. DCAF is therefore well positioned for the period 2008-2011.

II.   DCAF's mission and comparative advantages

5.   The Geneva Centre for the Democratic Control of Armed Forces (DCAF) has established itself as one of the world's leading institutions in the area of SSG and SSR. DCAF assists its Member States, partners and the international community at large in their efforts towards good governance and reform of the security sector by way of:

- supporting the development, promotion, harmonisation and implementation of relevant norms, standards, rules and procedures at the international, regional, national and sub-national level;

- systematically collecting, analysing, documenting, networking, debating and disseminating policy-relevant knowledge and expertise in the area of SSG/SSR;

- offering upon request – either independently or together with competent partners – integrated and tailor-made practical assistance programmes on the ground in most areas of SSG and SSR.

6.   DCAF, moreover, promotes the integration of a gender dimension and child protection into the SSG/SSR agenda.

7.   DCAF's comparative advantages are:

- neutrality and impartiality;

- the combination of policy-oriented analytical work and strong operational capability;

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

- the position of the organisation at the crossroads between an NGO and an Intergovernmental Organisation, combining the flexibility of the former with international membership and mobilisation capability of the latter.

III.   Operational Implications

Geographical scope

8.   Since its establishment in 2000 DCAF's geographical focus has been on the Western Balkans and the Newly Independent States. These regions will remain priority areas of work for the Centre in 2008-2011.

9.   Over time, DCAF's geographical range has expanded – reaching out to the Middle East and parts of Africa, Latin America and Asia.

10.   There is demand from Members and partners for further prudent geographical diversification. The Centre cannot ignore this reality. In order to remain relevant in its field, DCAF should be able to offer its services wherever they are required. At the same time geographical diversification must be prioritised and carried out in a gradual and careful way. Both geographical and substantive overstretch must be avoided.

Substance

11.   DCAF seeks recognition as an authoritative source within the international debate on SSG/SSR and a respected partner in the implementation of SSG/SSR programmes.

12.   DCAF intends to strengthen links with existing SSG/SSR processes such as those within the framework of the OECD DAC, the European Union, the United Nations, the OSCE, NATO/EAPC/PfP as well as other regional and sub-regional organisations, in order to participate in, and contribute to, the process of establishing a common set of principles and approaches to SSG/SSR.

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

14. Existing knowledge gaps will be closed in the period 2008-2011 either by way of further expanding DCAF's in-house expertise and capacity or through close cooperation with competent partners. In that respect, the most urgent needs are the establishment and development of international SSG/SSR assistance and assessment capability, and acquisition of expertise in the area of justice and the rule of law.

15. Expert pools at the disposal of the Centre, both international and local, will be strengthened. The DCAF International Advisory Board is a particularly valuable asset in this regard.

16. Partnerships with like-minded organisations will be strengthened. DCAF's most important partners will remain the United Nations, the European Union, the OECD DAC and the OSCE. The Centre intends to contribute also to projects within the framework of NATO/EAPC/ PfP. Close cooperation will be sought with the African Union and sub-regional organisations such as the ECOWAS and the Southern African Development Community (SADC). Particular emphasis will be given to partnerships that contribute to local capacity-building, local empowerment and local ownership.

17. The establishing of sustainable, democratic local ownership of SSG/ SSR processes remains indeed the key objective of DCAF's work. This requires promoting approaches in which external actors accept the premise that they are only facilitators for processes that are designed, implemented and managed at the national and local level. Equally, it requires building the capacities of local and national actors to take responsibility for their own security and its governance. Underpinning such an approach is the need to develop and promote SSG/SSR programming that is strongly grounded in specific contexts.

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

19. The SSG approach must go beyond the level of the state to emphasise the human security of individuals and communities. In promoting such an approach, DCAF also recognises the need to address non-state actors, such as private military companies and private security companies, and the role they may play in SSG/SSR processes.

Quality Control and Planning

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

21. A four-year organisational development plan will serve as a medium-term planning tool supplementing the present Strategy Paper.

Structures

22. DCAF's current structures, based on divisions, will be gradually rendered more flexible with a view to encouraging cross-divisional cooperation and creating the ability to form tailor-made task-forces capable of responding to specific demands at short notice.

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

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

25. The strategy of creating regional offices, such as DCAF Brussels, DCAF Ljubljana or the DCAF office in Ramallah, has proven useful.

26. The Centre will use interactive distance-learning tools, digital media and television for training and advocacy, where appropriate. The DCAF

website www.dcaf.ch will continue to provide relevant and transparent information about the Centre's activities.

Finances

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

28. Yet, in all probability much of DCAF's financial growth will come from project funding in the future, and possibly also from international trust funds that could be established and put under the Centre's good care. This implies flexibility in responding to international demands in the areas where DCAF can offer expertise. The Centre will have to strike a balance between being demand-driven and driving demand. In this respect, the experience the Centre gains on the ground will be crucial. It will allow DCAF to develop context-specific lessons learned likely to influence policy approaches, but also to secure specific mandates. DCAF's June 2007 inclusion in the OECD DAC list of organisations eligible for Official Development Assistance is in this respect strategically important. It is also a sign that the Centre is moving in the right direction.