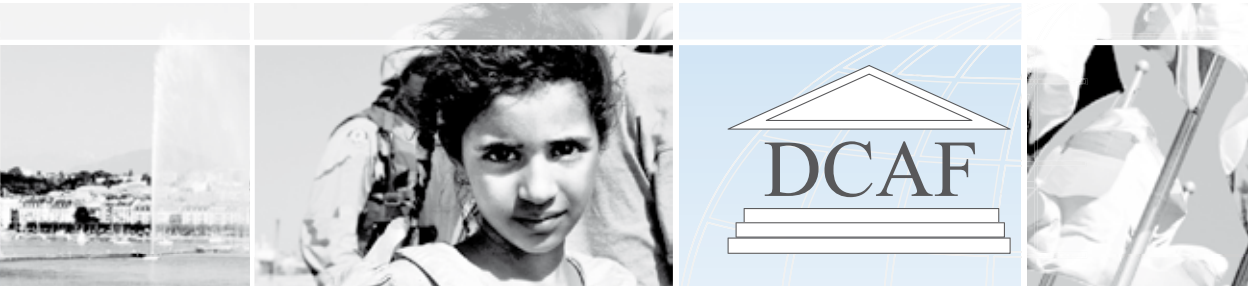




Annual Report 2009

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



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DCAF in 2009 at a Glance

- ▶ The DCAF Foundation further expanded and currently comprises **54 member states**. Argentina and Burkina Faso joined the DCAF Foundation Council in 2009. Cambodia, Thailand, the Inter-Parliamentary Union and the International Organisation of La Francophonie received permanent observer status.
- ▶ DCAF has successfully completed the inception phase of the **International Security Sector Advisory Team (ISSAT)**, which has undertaken over 35 assessment, SSR programme design and capacity-building missions in 2009. ISSAT's Governing Board was further expanded and currently comprises 14 countries and six multilateral actors.
- ▶ DCAF strengthened its partnership with the **United Nations**, through SSR sensitisation courses for UN staff at headquarters and in the field, the release a module on DDR-SSR Nexus for the UN Integrated DDR Standards and the development of field-oriented guidance notes.
- ▶ DCAF continued to develop partnerships with the **European Union and other regional organisations** engaged in SSR, including the ECOWAS, NATO, OECD, OSCE and SADC.
- ▶ DCAF continued to offer a broad range of **regional SSR programmes** to its partners in Southeast and Eastern Europe, Africa, the Middle East, Asia and the Pacific, including SSR awareness raising and needs assessment, legal advice, parliamentary oversight capacity-building and civil society empowerment, as well as defence, law enforcement and intelligence reform.
- ▶ DCAF continued to support the implementation of the **Police Cooperation Convention** for Southeast Europe and the institutional development of the Southeast Europe Police Chiefs' Association.

- ▶ DCAF's **Border Security Programme** for Southeast Europe organised more than 40 workshops and capacity-building events in 2009, as well as a ministerial meeting in Belgrade.
- ▶ DCAF continued to provide support to the Swiss Department of Foreign Affairs in developing the Global Code of Conduct for **Private Military and Private Security Companies** and the promotion 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.
- ▶ DCAF maintained its position as the world's leading centre on **gender and SSR** through the release of the *Gender & SSR Training Resource Package* – a series of practical materials to help deliver effective gender training to SSR audiences.
- ▶ DCAF continued its capacity-building, outreach and research activities in the area of **ombudsman institutions** for the armed forces, **intelligence governance and accountability** and security sector responses to **trafficking in people**.
- ▶ DCAF remained the leader in **SSR research**, in particular through the release of its seventh Yearbook, *Security Sector Reform in Challenging Environments*.
- ▶ DCAF was the principal organiser and content contributor to the **Eighth International Security Forum (ISF)**, which took place in May 2009 in Geneva.
- ▶ DCAF's financial turnover in 2009 reached **SFr. 28.8 million**, a 14.4 per cent increase compared to 2008.

Director's Introduction: Gaining Ground

Security sector reform (SSR) and security sector governance (SSG) remained at the very forefront of international interest in 2009. The United Nations strengthened its SSR/SSG programming, while the European Union, entering the world of the Treaty of Lisbon, prepares to equip itself with the necessary SSR implementation mechanisms and tools. Engagement in SSR and SSG is quickly gaining ground in Africa, Asia and Latin America, at both regional and subregional levels. The concept is understood to be of crucial relevance for the entire conflict spectrum – from conflict prevention through conflict management to post-conflict reconstruction – as well as for long term efforts to support democracy and development. SSR and SSG will continue to gain in importance in the years to come. Indeed, new threats and challenges in international security – from cyber security to pandemics, from organised crime to the impact of climate change – argue in favour of an even broader understanding of security and raise new questions on how to govern the security sector.

It is against this background that the Geneva Centre for the Democratic Control of Armed Forces (DCAF) is

increasingly recognised as the world's leading centre of excellence in the field of SSR and SSG. Established at the initiative of the Swiss government in October 2000, DCAF continues to move from being an organisation focusing initially on the complex reform processes in Southeast and Eastern Europe into a unique international actor merging innovative conceptual and analytical work with the ability to leave a genuine footprint on the ground, combining a truly holistic approach to SSG with a global operational reach.

The number of DCAF member states reached 54 in 2009. Similarly, the international mandates given to the Centre continue to increase in number and gain further in significance.

During the year the Centre has continued to implement systematically its Strategy Paper 2008–2011 that established two main priorities: to transform DCAF into a key partner of the United Nations, the European Union and other regional and subregional actors; and to develop the ability to reach out with expert teams to every part of the globe, if requested by DCAF member states and partners.

The relationship with the United Nations continued to be broadened and deepened in 2009 – in close cooperation with the Department of Peacekeeping Operations (DPKO) and notably its Office for the Rule of Law and Security Institutions, the Department of Political Affairs (DPA), the UN Development Programme (UNDP) and the UN Development Fund for Women. DCAF completed a major project on the disarmament, demobilisation and reintegration (DDR) – security sector reform nexus mandated by the UNDP and DPKO which resulted in a dedicated module for the UN Integrated DDR Standards. In addition, DCAF is developing practical field-oriented

guidance notes in the area of SSR that will be important markers for UN personnel on the ground. Building on its support to the Slovak presidency of the UN Security Council and the subsequent Cape Town workshop that provided important input to the first-ever UN Secretary-General's report on SSR, DCAF provided assistance to Slovakia and other like-minded countries for regional follow-up workshops in Buenos Aires, Argentina, in September 2009 and in Jakarta, Indonesia, in March 2010. In 2009 DCAF facilitated a UNDP Bureau for Crisis Prevention and Recovery - UNDP Pacific Regional Centre project to conduct an initial assessment of security governance needs in the Pacific region, and a subsequent multi-stakeholder conference on the same issue.

DCAF's cooperation with the European Union developed further. This included capacity-building events for the Council of the European Union, the European Commission and the European Parliament, operational fact-finding missions on the ground, a reinforced partnership with Frontex, seminars on gender and SSR, and several mandates by the EU presidencies. Both the Council of the European Union and the European Commission joined the UNDP, DPKO, DPA and OECD as members of the Governing Board of DCAF's International Security Sector Advisory Team (ISSAT).

ISSAT developed throughout 2009 into an ever more active component of DCAF's outreach capability. In 2009 ISSAT undertook over 35 assessment, SSR programme design and capacity-building missions. The Governing Board of ISSAT, a subcommittee of DCAF's Foundation Council, grew to 14 nations and six multilateral actors. A most satisfactory growth was also witnessed in the number of ISSAT donor countries.

2009 saw, finally, enhancement of DCAF's long-term presence on the ground. DCAF's subsidiary offices in Brussels and Beirut were reorganised, and the office in Ramallah was strengthened. DCAF Ljubljana was set on a new and improved footing, and supported through secondments by Austria, Slovenia and Serbia. A quasi-permanent presence was established in Katmandu, Nepal. A new, still tentative, presence is being negotiated with the ECOWAS Commission in Abuja, Nigeria.

The increasingly global nature of DCAF's work does not imply permanent presence everywhere. It rather means that the Centre today is able to send expert teams to every corner of the world, if mandated to do so by its members and partners. This ability to react – and react quickly – is the result of a highly successful strengthening of DCAF's mobilisation capability, most notably through the establishment by ISSAT of a roster of experts – a multidisciplinary pool of SSR advisers with an optimal balance of skills, knowledge and experience.

2010 will see a continuation of the work that DCAF has been doing in the past few years. Closer cooperation with the United Nations and the European Union will remain a paramount objective – as will be the further development of the Centre's ability to reach out operationally on the ground, to contribute conceptually and analytically to the international SSR/SSG debate, to broaden its membership and to strengthen existing areas of internationally recognised expertise. DCAF will in 2010 put a particular emphasis on greater cooperation with Latin America and, most notably, Africa. The latter point was emphasised by DCAF at its regional Foundation Council meeting held in Pretoria, South Africa, in October 2009, and through the signing of cooperation agreements with the South African government and the African Security Sector Network. It

is a stated objective of the Centre to follow this up with a significant strengthening of ties with ECOWAS, the SADC and the African Union.

October 2010 will mark DCAF's tenth anniversary. The Centre decided to commemorate this event through a year-long project entitled Horizon 2015. The project will explore new challenges in international security that are expected to have a significant impact on SSR/SSG in the near future. It will notably explore whether the transition towards a 'whole-of-government' approach in SSG will suffice in the long run or whether it should be complemented by new public-private partnerships. Horizon 2015 will centre on a number of specific case studies, and aims to chart new ground in the debate on, and the approach to, SSR and SSG in the years to come.

Horizon 2015 will also be the starting point for a renewed strategy debate within DCAF. This debate will lead to the adoption in 2011 of a new Strategy Paper 2012–2015. Discussions within the DCAF Foundation Council and an external evaluation which will take place in the course of 2010 will be other tools serving this purpose.

In its tenth year of existence, DCAF is well established, recognised and confident about its future. DCAF's financial basis remains solid – with 2009 showing again an encouraging growth of the Centre's financial turnover from SFr. 25.17 million to SFr. 28.8 million, representing an increase of 14.4 per cent. In 2009 non-Swiss funding outstripped Swiss financial contributions to DCAF for the first time.

This should not be taken for granted in times that have been, around the world, economically rather difficult. The very fact that not a single financial contribution promised to the Centre was reduced in 2009 is indeed to be seen

as an expression of trust in DCAF, its mission, its team and the results achieved on the ground. DCAF has been offering sterling services throughout 2009. It is the quality of its work that forms the very basis of the Centre's success. DCAF and its management are well aware of this – and will do their utmost to keep it that way.



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 2009 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.

This section provides an overview of DCAF's activities carried out in 2009 in cooperation with the United Nations, European Union, OECD, OSCE, NATO, NATO Parliamentary Assembly and ECOWAS.

United Nations

In 2009 DCAF continued to support the United Nations (UN) by working on mandates from the Department of Peacekeeping Operations (DPKO), the Department of Political Affairs (DPA) and the UN Development Programme (UNDP).

In the area of policy research, DCAF completed a major project on the conceptual and operational linkages between **disarmament, demobilisation and reintegration (DDR) and security sector reform (SSR)**. Mandated by the DPKO and UNDP, the project aims at improving the ability of the UN to plan, manage and resource DDR/SSR programming in peacekeeping and non-peacekeeping environments. The main outputs of the project are a module on DDR and Security Sector Reform for the UN Integrated DDR Standards (IDDRS)¹, a chapter for the IDDRS Operational Guide and input to the IDDRS Senior Managers Note.

The guidance was officially launched at the Inter-Agency Working Group Principals' meeting on 14 December 2009, co-chaired by Dmitry Titov, Assistant Secretary-General for Rule of Law and Security Institutions, DPKO, and Jordan Ryan, Assistant Administrator, Bureau for Crisis Prevention and Recovery, UNDP.

The overall findings of the project, including case studies on Afghanistan, Burundi, Central African Republic and the Democratic Republic of Congo, will be captured in an edited volume to be published in 2010.

2009 saw the launch of two additional policy research projects contributing to the development of technical guidance notes for UN field and headquarters personnel involved in SSR.

¹ See www.unddr.org/iddrs/06/download/IDDRS_610.pdf

The first project, mandated by the DPA, consists of developing a field-oriented **guidance note on SSR in peace processes**. The guidance note examines entry points, strategies, opportunities and constraints for addressing SSR in peace processes across the pre-negotiation, negotiation, peace agreement drafting and implementation phases. The primary audience includes negotiating parties, mediators and their teams.

The second project, mandated by the DPKO on behalf of the UN Inter-Agency Task Force on SSR, consists of drafting a **guidance note on developing national security policies, strategies and security sector development plans (NSPSPs)**. The guidance note draws on the experiences of different UN entities involved in supporting NSPSPs and is based on four case studies (Central African Republic, Liberia, Sierra Leone and Timor-Leste).

In 2009 the UN was the primary beneficiary of DCAF's International Security Sector Advisory Team's (ISSAT) work directed at supporting **the development of multilateral SSR capacity**. A number of training activities were undertaken with and for UN personnel at headquarters and in the field. ISSAT also provided assistance to the DPKO/DPA in the drafting of operational guidance for UN police and election activities and worked with the DPKO to support the development of SSR capacity within the African Union. (For more information about ISSAT see pp. 63–69.)

Throughout 2009 DCAF continued to support a series of **regional workshops** on how perspectives and experiences from different world regions can feed into the emerging UN approach to SSR. The first such workshop was jointly held by Slovakia and South Africa in Cape Town in November 2007 on Enhancing UN Support for Security Sector Reform in Africa: Towards an African Perspective. A workshop on Contributing to the UN Approach to SSR: Insights from Latin America and the Caribbean was co-hosted by Slovakia and Argentina in Buenos Aires in September

Cooperation with International Organisations

2009. DCAF has played a key role, in particular, in the drafting of the co-chairs' statements, which are registered as official UN documents.

In the area of private security regulation, DCAF submitted comments on a proposed draft **international convention on private military and security companies** to the UN Working Group on the Use of Mercenaries. (For more information about DCAF's Privatisation of Security Programme see pp. 51–54.)

In the area of **integrating gender into security sector reform**, various UN agencies and offices participated in DCAF's programming on gender and benefited from DCAF's support in 2009. In particular, DCAF worked with the UN Development Fund for Women to support the development of SSR capacity within the organisation. (For more information about DCAF's Gender and Security Sector Reform Programme see pp. 59–62.)

The UNDP sponsored the publication of DCAF's *Gender and SSR Toolkit*² in French and began translations of the UNDP-DCAF's *Public Oversight of the Security Sector: A Handbook for Civil Society Organisations*³ into French and Russian.

In 2009 DCAF also completed an **assessment of security governance needs in the Pacific region** and a follow-up stakeholder conference for UNDP Bureau for Crisis Prevention and Recovery and the UNDP Pacific Regional Centre based in Fiji. (Full details are given in Section II Regional Cooperation/Asia, pp. 42–47.)

In 2009 DCAF and the **UN Office at Geneva (UNOG)** continued a series of joint annual events aimed at raising awareness on the complexities and challenges of SSR among the Geneva-based diplomatic community. Held in December 2009, a panel discussion

² See www.dcaf.ch/gsrtoolkit

³ See www.dcaf.ch/handbooks

on Security Sector Reform in Africa: The Role and Contribution of the United Nations focused on ways in which various African stakeholders, the UN and regional organisations can work together to support common peace, security and development goals through effective security sector governance.

European Union

The European Union (EU) 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.

As a contribution to the Czech presidency of the Council of the European Union, DCAF supported the organisation of a seminar on **Enhancing EU-UN Cooperation** in Crisis Management: Focus on Security Sector and Reform (SSR). Hosted in New York in May 2009, the seminar examined two key themes: harmonising EU and UN approaches to SSR; and operationalising EU and UN cooperation on SSR. Recommendations drafted by DCAF were presented in New York and Brussels as food for thought for the subsequent EU-UN Steering Committee meeting of June 2009.

In the second half of 2009 DCAF's ISSAT was a member of the panel advising Sweden on the establishment of an **SSR assessment framework** for the EU, an initiative which was championed by the Swedish EU presidency.

In the area of **integrating gender into security sector reform**, DCAF organised a series of roundtables on gender and SSR for the Council of the European Union, the European Commission and personnel of European Security and Defence Policy (ESDP) missions. DCAF further contributed to the debate on EU approaches to the implementation of UN Security Council Resolutions 1325 and 1820 on gender, peace and security, and on action against sexual violence in conflict. Particular emphasis was given to the development of implementation indicators and monitoring mechanisms, as well as to the training of ESDP mission personnel in the implementation of the Security Council resolutions

Organisation for Economic Co-operation and Development

The *OECD DAC Handbook on Security System Reform: Supporting Security and Justice* (2007) has played a key role in closing the gap between SSR policy and practice through the provision of structured guidance on design, implementation, monitoring, review and evaluation of SSR programmes.

In February 2009 the OECD Development Assistance Committee (DAC) launched the DCAF-drafted Section 9 of the handbook. Entitled ‘Integrating Gender Awareness and Equality’, it provides practical guidance on how to support the creation of security and justice institutions that are representative, accountable, rights-respecting and responsive to the specific security and justice needs of women, men, boys and girls.⁴

In 2009 DCAF and the OECD DAC also co-authored a report on ‘Security System Reform: What Have We Learned?’.⁵ Published in April 2009, the report focuses on lessons learned from the implementation and dissemination of the good practices identified in the *OECD DAC Handbook on Security System Reform* since its publication in 2007. It also considers the handbook’s wider impact on implementing security system reform.

⁴ See www.oecd.org/dataoecd/4/52/42168607.pdf

⁵ See www.oecd.org/dataoecd/63/44/44391867.pdf

Organization for Security and Co-operation in Europe

2009 saw the publication of the Russian translation of the DCAF-OSCE/ODIHR *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*.⁶ The handbook was developed by DCAF in cooperation with the OSCE Office for Democratic Institutions and Human Rights (ODIHR) in 2007–2008. It was officially endorsed by the OSCE participating states in October 2008. 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. It is intended for parliamentarians, policy-makers, military personnel, judges, ombudsman institutions, professional military associations – all those who play a role in formulating a balanced policy for the human rights of armed forces personnel.

On an operational level, DCAF continued to cooperate closely with OSCE/ODIHR and OSCE missions in Southeast Europe to promote norms and good practices of security sector governance across the region. (For more information about DCAF's programming in Southeast Europe see pp. 26–34.)

⁶ See www.dcaf.ch/handbooks

NATO and the NATO Parliamentary Assembly

During 2009 DCAF continued to cooperate with the NATO Directorate for Policy and Planning (DPP) on democratic governance programming issues in Armenia, Moldova and Ukraine. (Full details are given in Section II Regional Cooperation/New Independent States, pp. 34–35.)

DCAF also continued to work with the NATO Integrity Building Working Group on a mandate to develop a *Compendium of Good Practice in Defence and Security Sector Integrity Building*. The compendium presents national policies and practices that have proved successful in **fighting against corruption**.

In the area of **parliamentary oversight capacity-building**, DCAF continued its ongoing affiliation with the NATO Parliamentary Assembly. During 2009 three Rose-Roth seminars dedicated to the meeting and exchange of ideas between MPs from Eastern and Western Europe and North America were organised, with speakers and knowledge materials contributed by DCAF on a mandate from the Swiss Federal Department of Defence, Civil Protection and Sport.

In February 2009 DCAF and the NATO Parliamentary Assembly organised a conference in Brussels on Russia, the West and the Future of Euro-Atlantic Security, at which participants discussed the key issues affecting ongoing defence reform programming.

In the area of **integrating gender into security sector reform**, DCAF participated in the annual conference of the Committee of Women in NATO Forces held in June 2009 in Brussels. The conference marked a significant change in the committee's mandate, from a body dealing with issues of integration of women into NATO

military structures to a full-fledged advisory body to the NATO Military Committee on gender issues in the context of NATO mandates and operations. Accordingly, the committee changed its name to the NATO Committee on Gender Perspectives. DCAF will support the committee in operationalising its new mandate through a series of joint activities to be developed in 2010.

Economic Community of West African States

The promotion of the **Code of Conduct for Armed Forces and Security Services in West Africa** remained a fundamental element of DCAF's cooperation with the Economic Community of West African States (ECOWAS) in 2009.

The code provides a normative framework for reinforcing democracy, the rule of law and respect for human rights, as well as for restructuring civil-military relations in the subregion. In 2009 the code was adopted by the ECOWAS Committee of Chiefs of Security Services and now awaits final endorsement by the ECOWAS Mediation and Security Council. Throughout the year DCAF continued to raise awareness of the code and lobbied for its integration into training curricula of armed and security forces of West African countries.

DCAF also supported the ECOWAS Commission in the development of an **ECOWAS security sector governance concept and action plan** within the ECOWAS Conflict Prevention Framework.

In the area of **parliamentary oversight capacity development**, DCAF supported the ECOWAS Parliament in the drafting of the *Handbook on Principles, Good Practices and Mechanisms for Effective Security Sector Oversight in West Africa*, to be published in 2010.

Regional Cooperation

In 2009 DCAF continued its transition to an organisation with a genuinely global reach. DCAF's regional and bilateral programmes are carried out at the request of and in close cooperation with regional and 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 section gives an overview of DCAF's regional activities in Southeast Europe, Africa, the Middle East, Asia and Latin America.

Southeast Europe

During 2009 DCAF's programming in Southeast Europe focused on regional police and border police cooperation, parliamentary assistance and civil society empowerment.

Police Programme

The Police Cooperation Convention for Southeast Europe was signed in Vienna in May 2006. It commits the states parties to developing a range of practical measures to bring them into closer alignment with the EU standards and practice of police cooperation. The convention has been ratified by Albania, Bosnia and Herzegovina, Bulgaria, Macedonia⁷, Moldova, Montenegro, Romania and Serbia.

DCAF supports the implementation of the convention through a secretariat hosted at DCAF's regional office in Ljubljana. In 2009 the secretariat was funded by the governments of Austria, Liechtenstein, Slovenia and Switzerland.

In November 2009 in Brussels, DCAF facilitated a meeting of the Committee of Ministers of Interior and Security of the states parties to the convention. The ministers adopted the Rules of Procedure setting up a regional decision-making mechanism on matters addressed in the convention. They also endorsed the Decision on Mutual Evaluation in the Area of Data Protection, which facilitates information exchange in compliance with Council of Europe and EU standards. The ministers furthermore discussed the drafting of a police cooperation manual, the development of standardised training curricula and the adoption of bilateral agreements for the implementation of the convention.

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

DCAF also continued to support the institutional development of the Southeast Europe Police Chiefs' Association (SEPCA), which brings together chiefs of police from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Montenegro, Romania and Serbia. In April 2009 DCAF's *Gender and SSR Toolkit* and *Gender and SSR Training Resource Package* were launched at the SEPCA General Assembly.

In 2009 DCAF made progress in the drafting of the *Toolkit on Police Ethics and Anti-Corruption*. The toolkit will comprise nine practical guidance notes on issues to be addressed by police in developing adequate structures, instruments and procedures to fight against corruption.

In cooperation with the Institute of Forensic Sciences of the University of Lausanne, DCAF is also developing the *Manual on Operational Decision Making in Intelligence-Led Policing*. The manual will present best practices and offer police management and officers practical guidance on how to integrate intelligence-led policing into decision-making processes.

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 objective of the programme is to enable the participating countries to meet the EU's integrated border management standards. This objective is closely linked with DCAF's work on the implementation of the Police Cooperation Convention for Southeast Europe.

In 2009 DCAF facilitated the signing of a number of bilateral cooperation agreements and organised a total of 40 events to

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improve institutional capacities and cross-border cooperation in Southeast Europe.

In March 2009 DCAF's Border Security Programme was further endorsed at the highest political level during the Sixth Annual Ministerial Review Conference on Border Security Cooperation in Southeast Europe. Hosted by the Ministry of Interior of Serbia in Belgrade, 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 Council of the European Union, European Commission, Frontex, International Organization for Migration, OSCE, Regional Cooperation Council and others.

The Ministerial Declaration signed at the conference endorsed objectives for the period 2009–2012, addressing issues such as legal reform, integrated border management, logistical interoperability, joint risk analysis, criminal intelligence and investigation, and education and training. The implementation of these objectives is carried out by five DCAF-led thematic working groups which gather experts and practitioners from the participating countries. During 2009 the working groups reviewed legislation on border security in Bosnia and Herzegovina, Macedonia, Montenegro and Serbia; made recommendations on procedures for border checks, border surveillance and tactical risk analyses at the level of border crossing points; established a network of education and training institutions for border guards; and improved technical interoperability between the neighbouring border police services, in particular with regard to their communication systems.

In 2009 DCAF developed curricula and launched the International Training Course for Station Commanders (ITCSC) and the International Training Course for Regional Commanders (ITCRC). The ITCSC began in March 2009, and by December 2009 four classroom modules were completed. In August 2009 the 18-month ITCRC began with its first classroom module. The courses were

developed on a distance-learning platform to guarantee access to relevant knowledge for border police officers without removing them from their professional duties and responsibilities for long periods. Both courses aim to relate the EU best practice in the area of border management, and represent a unique product in a new format previously unavailable to border security professionals in the region.

Parliamentary Staff Advisers Programme

DCAF's Parliamentary Staff Advisers Programme aims to enhance the parliamentary oversight of the security sector in Southeast European parliaments by developing the capacity of professional expert staff serving parliamentary defence and security committees. Furthermore, 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 defence and security, and contributes to the harmonisation of security sector governance practices across Southeast Europe.

Launched in 2004, the programme helps parliaments establish defence and security adviser positions within their staff structures and provides relevant training to these staff. Today, the programme includes a group of 12 parliamentary staff advisers working in nine parliaments in Southeast Europe: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Montenegro, Romania, Serbia and Kosovo⁸.

The funding to establish staff positions within participating parliaments was initially provided by DCAF. Several parliaments

⁸ Kosovo unilaterally proclaimed independence on 17 February 2008. While 33 member states of the DCAF Foundation recognised the independence of Kosovo, 20 member states did not do so, and continue to refer to Kosovo in the framework of the UNSC Resolution 1244.

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have since taken over the responsibility to fund their staff. The parliaments of Bulgaria, Croatia, Romania and Serbia had done so by 2008. The Parliamentary Assembly of Bosnia and Herzegovina took over the funding for one of its two parliamentary staff positions during 2009, and will integrate the other position in 2010. The parliament of Montenegro launched the process to integrate the position of its staff adviser in 2009, while the Assembly of Albania did so as of 1 January 2010.

In the course of 2009 capacity-building events for parliamentary staff advisers were held in Geneva, Ljubljana and Budapest. The focus of training was to increase the staff advisers' policy research and policy paper-writing skills, and to foster dialogue on regional security challenges within the group.

In 2009 and 2010 DCAF's Parliamentary Staff Advisers Programme was sponsored by the Norwegian Ministry of Foreign Affairs.

Civil Society Capacity-Building to Map and Monitor Security Sector Reform in the Western Balkans

In 2009 DCAF and the Centre for Civil-Military Relations (CCMR) in Belgrade, Serbia, launched a three-year project that seeks to foster the capacity and knowledge of civil society organisations in the Western Balkans to map, oversee and evaluate national security sector reform processes.

Entitled 'Civil Society Capacity-Building to Map and Monitor Security Sector Reform in the Western Balkans', the project is based on a research methodology developed by the CCMR and implemented by a consortium which includes, in addition to DCAF and the CCMR, six civil society organisations: the Institute for Democracy and Mediation from Tirana; Centre for Security

Studies from Sarajevo; Institute for International Relations from Zagreb; Analytica from Skopje; Centre for Democracy and Human Rights from Podgorica; and Kosovo Centre for Security Studies from Pristina.

The project comprises a research component and a capacity-building component. In 2009 the partners developed an SSR mapping methodology and completed the national bibliography, chronology and context analysis of security sector reform in each of the participating countries.

The project is funded by the Norwegian Ministry of Foreign Affairs.

Young Faces Network

DCAF's Young Faces Network brings together young professionals, scholars, journalists, civil society activists and government officials from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Moldova, Montenegro, Romania, Serbia and Kosovo, and gives them an opportunity to meet and debate contemporary issues of global and regional security. The objective of the programme is to build knowledge and strengthen links among security experts from the region. In the course of 2009 DCAF's Young Faces Network organised capacity-building events focusing on police and justice cooperation and reform in the Western Balkans.

Bilateral projects in Southeast Europe

In addition to its region-wide programming in Southeast Europe, DCAF facilitated a number of national security sector governance initiatives in 2009. This assistance focused primarily on

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empowering national parliaments and civil society organisations engaged in SSR/SSG.

In **Albania**, DCAF supported the establishment and capacity development of the Security Monitoring Network led by the Tirana-based Institute for Democracy and Mediation (IDM). In 2009 DCAF sponsored five research studies conducted by the network/IDM. DCAF also provided input to the conference on Strengthening Security Cooperation in Southeast Europe convened by the parliament of Albania.

In **Bosnia and Herzegovina**, the Bosnian translation of the DCAF-OSCE/ODIHR *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel* was launched with the support of the parliament of Bosnia and Herzegovina. DCAF also sponsored a research project undertaken by the Sarajevo-based Centre for Security Studies (CSS) focusing on human rights of the military personnel in Bosnia and Herzegovina. In addition, in June 2009 DCAF, the CSS and the parliament of Bosnia and Herzegovina organised a workshop to review progress made during five years of reform of the country's intelligence services.

In **Macedonia**, in the area of integrating gender into security sector reform, DCAF assisted the OSCE in facilitating workshops for members of the Defence and Gender Committees of the Macedonian Parliament and civil society representatives. Held in October 2009 in Skopje, the workshops provided practical guidance on how to integrate gender perspectives into national security policy-making and oversight institutions in Macedonia.

In **Montenegro**, DCAF continued its cooperation with the parliamentary Committee on Security and Defence to promote intelligence oversight and accountability. In this connection DCAF contributed to the review of the draft law on democratic oversight of the security sector. DCAF also provided policy advice on public

information strategies related to defence reform and Euro-Atlantic integration.

In **Serbia**, DCAF contributed to the review of the Serbian draft law on classified information and supported the OSCE's capacity-building initiative for members of the Serbian parliament. The activity culminated in a four-day roundtable on security sector oversight held in Geneva and Berne, followed by a workshop on intelligence oversight held at the Serbian parliament in Belgrade.

DCAF also strengthened cooperation with the Serbian Ministry of the Interior in the area of border police reform and the implementation of the Police Cooperation Convention for Southeast Europe. During Serbian Minister of Interior Ivica Dačić's visit to DCAF at the end of 2009, an agreement was signed on the secondment of a Serbian police officer to the convention's secretariat at DCAF Ljubljana in 2010.

In the area of gender mainstreaming, DCAF and the Belgrade Centre for Political Excellence began an assessment of integration of gender issues into the Serbian security sector. The objective of the assessment is to gather information on the status of gender mainstreaming in order to enhance stakeholder support for future initiatives in this area.

In **Kosovo**, DCAF provided support to the International Civilian Office – European Union Special Representative, the OSCE Mission in Kosovo, the UNDP Country Office in Kosovo and the local authorities and NGOs by promoting standards of good security sector governance. In 2009 emphasis was placed on parliamentary oversight of the security sector, national security policy implementation and mainstreaming gender into SSR processes. DCAF's programming in Kosovo in 2009 was sponsored by the Ministry of Foreign Affairs of the Czech Republic.

In addition, DCAF's ISSAT undertook one mission to Kosovo in 2009 in order to conduct a security governance and corruption analysis in support of the Netherlands.

New Independent States

In spring 2009 DCAF made an expert contribution to a NATO-led border security fact-finding visit to **Armenia**. The project looked at the compatibility of Armenian practices with international norms and procedures.

Additionally, in close cooperation with the local OSCE office and the Yerevan-based NGO Institute for Civil Society and Regional Development, DCAF organised a capacity-building seminar for the representatives of the government, the National Assembly and local civil society organisations. The seminar addressed issues such as security sector oversight, national security decision-making and the role of international organisations in supporting security sector governance in Armenia. This activity was funded by the Ministry of Foreign Affairs of the Czech Republic.

In September 2009 DCAF supported the Swiss Federal Department of Defence, Civil Protection and Sport in a fact-finding mission in **Belarus**. Consultations were held with the Ministry of Interior, Ministry of Foreign Affairs and Ministry of Defence on issues of international cooperation on security governance.

In December 2009, in **Moldova**, DCAF supported the NATO Directorate for Policy and Planning in organising an international workshop, Enhancing Cooperation of Moldovan Public Authorities with the Media and Civil Society on Combating Terrorism.

In 2009 DCAF continued its seventh year of support to democratic oversight capacity-building programming in **Ukraine** with its key local partners: the Defence and Security Committee of the Verkhovna Rada of Ukraine, the Ministry of Defence, the NATO Joint Working Group on Defence Reform (JWGDR) and the NATO Liaison Office Ukraine (NLO).

Through the auspices of the JWGDR, in April 2009 DCAF, the NLO and the Security Service of Ukraine held a second conference on Democratic Values and Human Rights Observance by Intelligence Agencies, addressing issues of practical policy, skills and knowledge for the development of legal and procedural bases for transparency and accountability in intelligence agencies. This was followed by a workshop in November, co-hosted by the National Security and Defence Council (NSDC) and National Institute for Security Issues (NIISP), focusing on a draft code of ethics for the Security Service of Ukraine.

Two further events were also held with the NSDC and NIISP in December: a workshop on resource management in the security sector and a seminar on crisis management issues.

A DCAF consultant continued to work with the policy and planning team of the Ukrainian Ministry of Defence throughout a fourth year of the Swiss-funded Expert Twinning programme. Several events were held at which Ministry of Defence staff developed tools for use in implementing ongoing defence reform initiatives.

Africa

In 2009 DCAF's Africa Programme continued to support SSR processes on the continent. It assisted the development of norms and standards, carried out focused research and conducted operational activities at subregional and national levels, supporting reform efforts of governments, parliaments, military and security forces, civil society organisations and donor countries. DCAF's activities in Africa involved the combined efforts of the Operations Division for Africa and the Middle East, the Special Programmes Division and the Research Division, which includes ISSAT.

In 2009 DCAF continued to foster strong cooperation with African civil society organisations engaged in SSR. Reinforcing a long-term strategic partnership, a memorandum of understanding and an annual work plan were signed with the African Security Sector Network. Formalising this cooperation through a comprehensive, long-term partnership enables DCAF to ensure that its work contributes to African-led efforts to support reform and democratic governance of the security sector in the areas of policy research, training and operational activities. A cooperation agreement was also signed with the Southern Africa Defence and Security Management Network.

The Code of Conduct for Armed Forces and Security Services in West Africa remains a fundamental element of DCAF's cooperation with ECOWAS. The code provides a normative framework for reinforcing democracy, the rule of law and respect for human rights, as well as for restructuring civil-military relations in the subregion. In 2009 the code was adopted by the ECOWAS Committee of Chiefs of Security Services and awaits final endorsement by the ECOWAS Mediation and Security Council. Throughout the year DCAF promoted the integration of the code into the training programmes of armed forces and security services of West African countries.

DCAF also supported the ECOWAS Commission in the elaboration of a security sector governance concept and a plan of action within the ECOWAS Conflict Prevention Framework. Implementing a memorandum of understanding with the ECOWAS Parliament, DCAF contributed to the drafting of a handbook on principles, good practices and mechanisms for effective security sector oversight in West Africa. The handbook will be completed in 2010.

In the subregion of Southern Africa, DCAF's regional Foundation Council meeting brought together 120 representatives of DCAF member states and member states of the Southern African Development Community to discuss challenges of security sector governance and explore opportunities for future cooperation. Held in October 2009 in Pretoria, the meeting was organised jointly with the South African Department of Defence and the Department of International Relations and Cooperation.

At a bilateral level, a special course on intelligence oversight was held for members of the Intelligence Committee from the parliament of **Botswana**. In June 2009 **Burkina Faso** became the fourth African state to join the DCAF Foundation Council, along with Côte d'Ivoire, Nigeria and South Africa. In October 2009, the French version of the DCAF-Inter-Parliamentary Union Handbook on Parliamentary Oversight of the Security Sector⁹ was launched at a DCAF-UNDP training workshop on parliamentary oversight of the security sector in Bangui, **Central African Republic**. In **Mali** and **Senegal**, DCAF organised a series of workshops on democratic security sector governance. A bilateral cooperation agreement was signed between DCAF and the Department of Defence of **South Africa**. In August 2009, DCAF was invited as the only non-South African entity to participate in the first annual review of the implementation of the Department's gender mainstreaming policy,

⁹ See www.dcaf.ch/handbooks

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promulgated in 2008. The review was especially significant as South Africa is a common point of reference in defence reform for African countries. In addition, the South African Department of International Relations and Cooperation hosted a DCAF-led workshop on gender and the security sector, which was attended by representatives from the government departments of defence, corrections, police, international relations and cooperation, as well as the National Intelligence Agency.

Throughout the year DCAF supported the integration of gender aspects into security sector reform on the continent through a number of awareness-raising and training events organised also in **Liberia, Senegal and Sierra Leone**. (Full details are given in Section III Global Issues in 2009 / Gender and Security Sector Reform, pp. 59–62.)

In 2009 DCAF's ISSAT remained active in Africa across all of its programme areas. ISSAT undertook field missions to **Burundi, Central African Republic, Guinea-Bissau and Sudan** to support programme design, monitoring and evaluation, assessments and capacity development for ongoing SSR programmes. ISSAT also supported African multilateral organisations in developing their own SSR capacity through activities with both ECOWAS and the African Union. Finally, through a partnership with the Centre for International Governance Innovation, ISSAT is supporting the SSR Monitor which provides ongoing analysis of SSR trends and good practice in contexts that include **Burundi, Guinea-Bissau and southern Sudan**. (For more information about ISSAT see pp. 63–69.)

Policy-relevant research is a key component of DCAF's contribution to SSR in Africa. In 2009 DCAF completed a major project on behalf of UNDP and DPKO that has resulted in a new module on disarmament, demobilisation and reintegration (DDR) and SSR for the UN's Integrated DDR Standards. Drawing on concrete experience of UN SSR engagement in Africa was essential. DCAF

therefore conducted field-based case studies in **Burundi, Central African Republic** and the **Democratic Republic of Congo** that provided key insights for the development of this project. These case studies will be published as part of a DCAF edited volume in 2010. (For more information see Section I Cooperation with International Organisations / United Nations, pp. 14–17.)

DCAF is strongly committed to supporting the SSR discourse in francophone African contexts. To this end, in 2009 DCAF continued its policy research project focusing on the challenges of security sector governance in the francophone countries of West Africa. The project, supported by the French Ministry of Foreign Affairs, will result in an edited volume and policy paper addressing security sector governance challenges and identifying entry points for SSR in nine francophone West African states (**Benin, Burkina Faso, Côte d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal and Togo**). As part of this project, a workshop bringing together African experts, UN practitioners and representatives of ECOWAS took place in Dakar, Senegal in early 2010.

In December 2009 DCAF and the UN Office at Geneva continued their series of joint annual events for the Geneva-based diplomatic community. This year's panel discussion focused on Security Sector Reform in Africa: The Role and Contribution of the United Nations. It examined ways in which various African stakeholders and the United Nations can assist security sector reform in order to advance common peace, security and development goals.

Middle East

In 2009 DCAF continued to promote good governance of the security sector in the Arab world. Through its head office in Geneva and regional offices in Ramallah and Beirut, DCAF worked with governments, parliaments and civil society organisations, contributing to local and regional SSR initiatives in Algeria, Bahrain, Iran, Iraq, Jordan, Kuwait, Lebanon, Morocco, Oman, the Palestinian Territories, Qatar and the United Arab Emirates.

Building on its presence in Ramallah, DCAF further broadened its support to security sector reform in the **Palestinian Territories**. DCAF assisted the Palestinian National Authority, the Palestinian Legislative Council, the security forces and civil society organisations in developing their capacity to deliver security to the Palestinian people in an efficient, transparent and accountable manner.

In 2009 training events on security sector oversight capacity development were organised for parliamentary staff of the Palestinian Legislative Council.

Implementing a memorandum of understanding with the Ministry of Interior of the Palestinian National Authority, DCAF placed special emphasis on developing the ministry's capacity to draft security sector legislation which fulfils standards of transparency and democratic accountability. DCAF also supported the ministry in the drafting of a code of conduct and disciplinary regulations for security forces personnel.

In 2009 DCAF expanded its participation in Palestinian and donor inter-agency working groups, bringing attention to SSR/SSG issues. In addition to DCAF's membership of the Security Sector Working Group, it joined the Justice Sector Working Group in

2009. Both working groups are part of the Local Development Forum, which is the central coordination mechanism for donor assistance, programming and financing in the Palestinian Territories.

DCAF's cooperation with Palestinian media and civil society organisations continued throughout 2009, in particular through a series of public discussions addressing citizens' expectations of the authorities' delivering security to the people. DCAF also launched two new projects with local partners on the topics of women and security, and detention system reform.

In 2009 DCAF launched a new publication series designed specifically for local and international SSR practitioners in the Palestinian Territories. Entitled *DCAF Spotlight*, the series consists of short reports on salient topics in Palestinian security sector governance.¹⁰ Another notable publication in 2009 was the book *Towards Palestinian National Reconciliation*, a collection of legal and policy reference texts for Palestinian decision-makers.¹¹

After the conclusion of a headquarters agreement with the government of **Lebanon**, DCAF opened a country office in Beirut in 2009. Throughout the year DCAF provided assistance and expertise to the Lebanese government in the field of SSR policy development. In December 2009 a collection of legal and policy reference texts was published under the title *Towards Lebanese National Reconciliation*.¹²

On a regional level, DCAF, in cooperation with the Foundation for the Future and the Institute of Law at Bir Zeit University, organised a first Arab regional conference on the role of civil society in security sector governance. Held in Amman in June 2009, the two-day conference brought together more than 100 civil society representatives from across the region.

¹⁰ See www.dcaf.ch/spotlight

¹¹ See www.dcaf.ch/publications

¹² See www.dcaf.ch/publications

Following requests from several Gulf states, DCAF convened a seminar in Geneva on international trends in military justice reform. The seminar's agenda was specifically designed for senior representatives from the military judiciary of the Arab countries.

Asia

Following up on DCAF's fact-finding mission and capacity-building events in **Afghanistan** in 2007–2008, the Centre supported the interaction of the National Assembly and the Ministry of Defence of Afghanistan on issues of transparency, accountability and defence policy and practice. A dedicated workshop was organised at the Ministry of Defence with representatives of the Security and Defence Committees of the National Assembly of Afghanistan in April 2009.

In **Cambodia**, DCAF contributed to a regional seminar on the role of parliaments in promoting peaceful and sustainable societies in Southeast Asia, co-organised by the parliament of Cambodia and the Inter-Parliamentary Union. A workshop on the role of parliaments in security sector governance was also organised in March 2009 on the occasion of the visit of a high-level delegation of the Commission of the Interior, National Defense, Investigation, Anti-Corruption and Civil Service Administration of the Cambodian National Assembly.

In **Indonesia**, DCAF began a follow-up two-year programme focusing on regional security governance capacity-building. The programme promotes good security sector oversight practices, accountability and transparency tools and relevant knowledge products to democratic institutions, the parliament, civil society organisations and the security sector itself. The programme is funded by the Ministry of Foreign Affairs of the Federal

Republic of Germany and arranged in direct partnership with the Indonesian parliament and civil society organisations.

Within this framework, ten regional capacity development events were held throughout 2009 across Indonesia for civil society, parliamentary staff and media working on transparency and accountability issues. An introductory workshop was also held on gender and security sector reform.

In parallel, several knowledge products were developed. The *Teaching Tools for Civil Society on Security Sector Governance Issues* are used as training and knowledge materials by the media and Indonesian parliamentary committees focusing on defence and law enforcement issues. The *Almanac on the Indonesian Security Sector 2009* maps the status of democratic oversight, transparency and accountability in the Indonesian security sector and ongoing reform priorities. *The Almanac on Human Rights and the Security Sector* maps in detail the key human rights observance issues affecting policy and practice across Indonesian security sector agencies, democratic institutions and civil society organisations involved in monitoring the security sector. During 2009 development work began on a media toolkit, similar to the *Teaching Tools for Civil Society*, to provide relevant knowledge materials to journalists working on security sector transparency and accountability issues.

Since 2008, upon the request of the Swiss Federal Department of Foreign Affairs (DFA), DCAF has worked on security sector oversight capacity-building issues in **Nepal**. In 2009 the in-country DCAF consultant held informal dialogues on issues of military integration with a variety of stakeholders, including members of the Army Integration Technical Committee, senior politicians and members of the Constituent Assembly. This led, in February 2009, to a visit by the minister of foreign affairs of Nepal to DCAF.

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In May 2009 DCAF, with funding from the Swiss DFA, completed the production of two TV programmes focusing on debates between different stakeholder groups about integration issues and security-related provisions in the future legal framework of Nepal. The shows were aired on a popular TV channel in Nepal.

In consultation with the main stakeholders, DCAF, together with its local partner the National Peace Campaign, designed a specific two-year SSR programme focusing on enhancing the oversight and legislative role of parliament, supporting the future Constituent Assembly in the drafting of security-sector-related clauses of the constitution, mapping the Nepali security sector and inventorying the legal framework for oversight in Nepal. The overall 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 and improve oversight, transparency and accountability, and promote dialogue between different interest groups.

In 2009 a series of induction seminars and coaching sessions were organised with the Nepali parliament and the Constituent Assembly. Furthermore, DCAF has financed a parliamentary researcher in support of the parliamentary Security Committee.

An important part of DCAF's work in Nepal is the compilation and publication of documentation to facilitate the work of policy-makers and lawmakers in the future. Published in 2009, *The Nepali Security Sector: An Almanac* consists of contributions by Nepali experts and provides an analytical overview on the structure and orientation of the security sector in Nepal. DCAF also published a comprehensive collection of all Nepali security-sector-relevant legislation in Nepali and English, accompanied by a set of commentaries by Nepali and international experts.

Finally, DCAF continues to translate key security sector governance information and educational materials into Nepali. Those documents, including for example the DCAF-IPU *Handbook on Parliamentary Oversight of the Security Sector*, are available from www.dcaf.ch/nepal.

In the **Philippines**, DCAF continued to support the Philippine Study Group on Security Sector Reform. The group, which is led by the International Center on Innovation, Transformation and Excellence in Governance, is in the process of developing a national SSR agenda for the Philippines. In 2009 DCAF made substantive contributions to the group's deliberations on the role of SSR in peace processes, security sector mapping and the regulation of private security providers. In November 2009 DCAF ran a training session at the group's first SSR course for civil society representatives from Mindanao.

In **Thailand** DCAF, jointly with Friedrich Ebert Stiftung's office in Bangkok, facilitated the work of the multi-stakeholder Thai Study Group on Good Governance of the Security Sector, which was established in early 2009. The study group, convened by the Thai Senate's Standing Committee on the Armed Forces, comprises over 30 representatives from parliament, government, security institutions, civil society and academia. DCAF made substantive contributions to the group's four workshops held in the course of 2009 on the concept of SSG/SSR, security sector mapping, the constitutional framework of security sector governance and the role of oversight institutions. DCAF also provided the group with SSR-related knowledge products and educational materials. At the request of one of the stakeholders, the National Defence Studies Institute of the Royal Thai Armed Forces, DCAF ran a three-day train-the-trainer course, *Coping with the Challenges of Security Sector Governance in the Context of Democratisation*, for senior civilian and military security experts.

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Beyond its in-country programmes, DCAF continued to support subregional SSR/SSG initiatives in **Southeast Asia**. Since 2006 DCAF has been facilitating, jointly with the Singapore-based Friedrich Ebert Stiftung's regional office for Asia, the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG). The forum serves as a platform for inter-parliamentary exchange on SSG/SSR issues within the Association of Southeast Asian Nations (ASEAN) region. Two IPF-SSG regional conferences were held in 2009 – in Kota Kinabalu (Malaysia) in May and in Davao City (Philippines) in November – both focusing on the role of parliaments in police governance and reform. The workshops also addressed security sector governance issues related to the ASEAN Political Security Community project, the management of transnational migration and the role of private security providers in Southeast Asia. These efforts have been strengthened by DCAF hosting the IPF-SSG website, <http://ipf-ssg-sea.net>.

ISSAT increased its involvement in South and Southeast Asia in 2009 with two missions to support regional training and capacity-building efforts, both in collaboration with the Manila-based Institute for Strategic and Development Studies. In Nepal, ISSAT conducted special training activities for regional gatherings of civil society representatives from South and Southeast Asia, while in Timor-Leste a programme for a national civil society audience was carried out.

In the **Pacific region** in 2009 DCAF completed an assessment of security governance needs mandated by the Crisis Prevention Team at the UNDP Pacific Regional Centre based in Fiji. After conducting initial assessments in Fiji, the Solomon Islands and Vanuatu in late 2008, the final countries – Papua New Guinea and Tonga – were visited in February 2009, with a regional conference of stakeholders held in Nukualofa, Tonga, in April 2009.

The mission comprised the first internationally mandated democratic security governance needs assessment and multi-stakeholder democratic security governance conference in the Pacific. Following the conference, Pacific island nations and the Pacific Islands Forum expressed interest in follow-up programming on security governance capacity-building issues, which is scheduled to begin in 2010. A book summarising good practices in security governance and Pacific island nations' security governance needs will also be published in 2010.

Latin America and the Caribbean

The year 2009 saw continued engagement of DCAF in Latin America. In June 2009 Argentina became the first Latin American country to join the DCAF Foundation Council.

In the framework of the DCAF-supported series of regional workshops on the emerging UN approach to SSR, a workshop was held in Buenos Aires, Argentina, in September 2009. The workshop provided a forum for Latin America and Caribbean (LAC) countries to reflect on their experiences in SSR, articulate a LAC perspective on SSR and contribute to the ongoing efforts to develop a UN approach to SSR. Key themes addressed included the democratic governance of the security sector, violence and crime prevention, and rising challenges such as corruption and drug trafficking.

In June 2009 DCAF provided input and planning support to a seminar organised by the National Women's Service of Chile under the title Human Security: Public Policies for the Prevention, Attention and Protection from Violence against Women in the Union of South American Nations (UNASUR). Resulting from an agreement between Chilean President Michelle Bachelet and

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Swiss Federal Council President Micheline Calmy-Rey, and held in June 2009 in Santiago, Chile, the seminar brought together some 250 experts on gender issues from UNASUR countries and beyond.

Global Issues in 2009

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

DCAF's 2009 Yearbook addressed particularly important questions for all of DCAF's work by focusing on security sector reform in challenging environments. The volume draws on both national and international experience in order to provide lessons learned and insights that are relevant for both SSR policy-makers and practitioners.

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 2009 and supported a number of initiatives aimed at helping states meet the challenge of monitoring and regulating PMSCs through its Privatisation of Security Programme.

Based on growing demand from its stakeholders, DCAF expanded existing work on ombudsman institutions, intelligence accountability, gender and human-trafficking issues in 2009. Finally, DCAF was the principle organiser of the Eighth International Security Forum.

SSR in Challenging Environments

Experience has shown that SSR usually takes place against difficult odds in less-than-ideal political, security, economic and social contexts. Such environments are typical for societies that undergo serious political and socio-economic transitions from war to peace, from authoritarianism to democracy or from planned (or war) economies to market economies. Transitional, often unstable, political arrangements, endemic corruption, ongoing violence, attempts to implement imprecise, open-ended or non-inclusive peace agreements, lack of resources and ‘stolen’ or impending elections are all characteristics of environments that stand in the way of holistic and sustainable SSR efforts. In order to design feasible and effective SSR programmes, policy-makers and practitioners need to know more about the challenges and obstacles that SSR activities face, the opportunities that might arise in different environments and the approaches that permit SSR to make meaningful progress despite the obstacles standing in the way.

The 2009 Yearbook, *Security Sector Reform in Challenging Environments*, examines specific country contexts where SSR was conducted or attempted, with a focus on security institutions and oversight mechanisms. The book offers detailed case studies which examine the inception, design and implementation of national SSR programmes and activities in Central African Republic, Colombia, the Democratic Republic of the Congo, Georgia, Morocco, Nepal, Sri Lanka and Timor-Leste.

Four clusters of recommendations emerge from this analysis. Foremost, the case studies support the need for a practical approach to SSR: reforms must be flexible and tailored to individual countries’ needs. Secondly, SSR needs to be understood as an issue of managing change, thus prioritising political commitment and creating an institutional home for SSR. Gender mainstreaming

can be an effective tool to ensure that SSR processes are participatory and locally owned, and the security sector institutions are transformed into institutions that are truly meeting the diverse needs of all groups in society. Above all, the main lesson confirms that SSR is not a purely technocratic exercise, but that it affects the power and interests of all major stakeholders involved. SSR is a highly political process, shifting and reshuffling power relationships in government, the security sector and society, and – in general terms – shifting power over a society’s security provision from the few to the many.

The seventh volume in DCAF’s Yearbook series, *Security Sector Reform in Challenging Environments* 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.

Privatisation of Security Programme

Recently, several initiatives have been launched seeking to address challenges relating to whether existing laws can effectively regulate private military and security companies, leading to problems of democratic accountability, impunity and the rule of law. These include efforts of 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 (ICRC), the Swiss Initiative seeks to identify regulatory options for states engaging PMSCs, and to clarify and reaffirm obligations to uphold international humanitarian law and human rights when PMSCs are used.

In 2009 DCAF built on its active participation in the conclusion 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 Conflict¹³ by continuing to work with the Swiss DFA and the ICRC to promote the Montreux Document through a series of regional seminars in Africa, Asia and Latin America. At the close of 2009 the Montreux Document had 34 endorsing states – doubling the original 17 which endorsed it in September 2008. It has also succeeded in establishing itself as a reference text with regard to private contractors.

Also in the framework of the Swiss Initiative, DCAF continued to provide support to the Swiss DFA in developing the Global Code of Conduct for Private Military and Private Security Companies. Taking a different approach from the Montreux Document, which is geared more towards states engaging PMSCs, the code of conduct directly addresses the PMSC industry itself. The code will articulate a set of standards for PMSCs to comply with international human rights and humanitarian law. Compliance with these standards will be monitored by an independent international oversight and accountability mechanism. The advantage of the code of conduct resides in the fact that it articulates corporate obligations to complement existing public regulation of PMSCs, and to fill gaps when such regulation fails.

To this end, DCAF hosted three workshops in the first half of 2009 for various stakeholders: the private military and security industry, states, inter-governmental organisations, academics, civil society organisations, humanitarian organisations and the extractive industry. This process culminated in a Wilton Park conference held in Nyon, Switzerland, in June 2009 where members of the industry formally committed to pursue a code of conduct.

¹³ See [www.eda.admin.ch/etc/medialib/downloads/edazen/topics/intla/humlaw.Par.0057.File.tmp/Montreux%20Document%20\(e\).pdf](http://www.eda.admin.ch/etc/medialib/downloads/edazen/topics/intla/humlaw.Par.0057.File.tmp/Montreux%20Document%20(e).pdf)

During the second half of the year, DCAF was engaged in drawing up the first draft of the standards for the code of conduct in close cooperation with the Swiss DFA and the Geneva Academy of International Humanitarian Law and Human Rights. After initial consultation with key stakeholders, a draft code of conduct was released for public consultation in early 2010. The first part of the code of conduct – the standards section – is expected to be finalised in the first half of 2010, with discussions on the subsequent international accountability mechanism to follow immediately.

In 2009 DCAF also continued to offer advisory services to the UN Working Group on the Use of Mercenaries, providing comments on its draft international convention on PMSCs.

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 in CoE member states. The report, entitled ‘Recommendations to the Council of Europe Parliamentary Assembly for Effective Regulation of Private Military and Security Companies’, examines the current 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 the recommendations contained in DCAF’s report was used in the CoE Parliamentary Assembly resolution passed in January 2009 on Private Military and Security Firms and the Erosion of the State Monopoly on the Use of Force.

Finally, under a mandate from the Swiss DFA, DCAF continued to develop a 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 Global Code of Conduct for Private Military and Private Security Companies.

Finally, DCAF co-initiated jointly with the Centre for Security, Economics and Technology at the University of St. Gallen an international research and publication project on *Governing Private Security: Perspectives on the Public/Private Divide*. The inaugural workshop held in November in Geneva provided a theoretical overview of the privatisation phenomenon and in-depth discussions on three dimensions: security economics; the regulation of private military and security companies; and engaging non-commercial armed non-state actors.

Ombudsman Institutions for the Armed Forces

Ombudsman institutions, in their many guises, have now been around for two centuries. However, it is only since the Second World War that these institutions have been more widely embraced as an important component of democratic governance. This trend has been reflected in the gradual proliferation of ombudsman institutions over the past 50 years. The development of the ombudsman model has generated increased interest in their work, which has been illustrated by the establishment of several international associations and research institutes dedicated to studying, promoting and strengthening ombudsman institutions. In spite of this, there has been little attention paid – in terms of both research and capacity-building – to the role of ombudsman institutions in overseeing the work of the armed forces. In order to fill this gap, DCAF expanded its existing work on ombudsman institutions during the course of 2009.

In collaboration with the German Parliamentary Commissioner for the Armed Forces, DCAF co-organised the first international conference for ombudsman institutions for the armed forces at

the Bundestag in Berlin in May 2009. The conference brought together ombudsman institutions of 18 states from the Euro-Atlantic area which committed themselves to convening on a biannual basis with a view to promoting ongoing institutional dialogue and exchanges of experiences. In addition, DCAF hosted a seminar on developing the capacities of ombudsman institutions in post-conflict and transition states. This event was organised in collaboration with the Austrian and German Parliamentary Commissioners for the Armed Forces, and took place in Geneva in November 2009. This seminar also laid the foundations for the upcoming second international conference for ombudsman institutions for the armed forces in Vienna in April 2010. Finally, DCAF has sought to address the lack of research on ombudsman institutions for the armed forces by undertaking a comparative study on the legal frameworks, mandates, organisation and functioning of these institutions; this study will be published in 2010

Intelligence Accountability

Intelligence services are an integral part of the security sector and – when subject to democratic control, accountability and the rule of law – they make a valuable contribution to the provision of security for the state and its population. Nevertheless, intelligence services present unique challenges to democratic security sector governance and accountability. The secretive nature of their work, their recourse to special powers and their operation at the margins of the law combine to make intelligence services especially difficult subjects for democratic governance and accountability. Therefore, DCAF continued its capacity-building, outreach and research activities in the area of intelligence accountability throughout 2009.

In April 2009 DCAF initiated an 18-month project on accountability of international intelligence cooperation in partnership with Durham University (UK) and the Intelligence Oversight Committee of the Norwegian parliament. The project will address the challenges to intelligence 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. The project's edited volume, *International Intelligence Cooperation and Accountability*, will be published in 2010.

Throughout 2009 DCAF participated in high-level meetings on intelligence accountability in various multilateral forums, including the European parliamentary intelligence oversight bodies' annual conference hosted by the Estonian parliament in Tallinn in May 2009. Within the UN context, DCAF took part in a UN Human Rights Council event entitled Intelligence and Counter-terrorism: Time for Accountability on 9 March 2009. This event marked the launch of the report of the UN special rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism (entitled 'The Role of Intelligence Agencies and Their Oversight in the Fight against Terrorism'). DCAF was also requested by the aforementioned UN special rapporteur to participate in a UN Human Rights Council-mandated (Resolution 10/16) consultation process and draft an expert study aimed at formulating a set of principles and best practices on the institutional and legal frameworks for intelligence and intelligence oversight, within the context of counter-terrorism. Finally, in November 2009 DCAF participated in an expert meeting on constitutional responses to terrorism organised by the International Association of Constitutional Law and the European University Institute in Florence.

During the course of 2009 DCAF organised a number of capacity-building events on intelligence accountability for transition states in various regions. In the Western Balkans, in June, DCAF

facilitated a seminar entitled Intelligence Sector Reform in Bosnia and Herzegovina – A Five-year Perspective. In October a one-day workshop on democratic oversight of intelligence services was held in Belgrade for members of the National Assembly of Serbia, parliamentary staffers and intelligence experts. In December, in Prague, DCAF co-organised a workshop on security sector governance, national security decision-making and intelligence oversight for representatives of the government of Kosovo. In the subregion of Southern Africa, a workshop on intelligence oversight was held upon the request of the National Assembly of Botswana in June 2009. In October 2009, and within the context of DCAF's regional Foundation Council meeting in Pretoria, a panel was organised on the democratic accountability of intelligence service with experts from the Committee on Intelligence and Security Services of Africa, the University of Pretoria and the Institute for Security Studies.

Finally, in 2009 DCAF continued policy-focused research on intelligence governance, aimed at contributing to the sharing of knowledge, good practices and experiences in this field. In this context, DCAF is currently a co-chair of the European Consortium Political Research (ECPR) Standing Group on Intelligence Governance. This group organised a section on politics of intelligence governance at the ECPR general conference held in Potsdam, Germany, in September 2009. Furthermore, DCAF published an occasional paper on *Fighting the Pre-eminent Threats with Intelligence-led Operations*¹⁴, and contributed a chapter to a handbook on intelligence ethics for the US intelligence community. In addition, the handbook *Making Intelligence Accountable* was translated into Urdu and launched in Islamabad, Pakistan, in November 2009; the handbook is now available in 14 languages.¹⁵

¹⁴ See www.dcaf.ch/occasionalpapers

¹⁵ See www.dcaf.ch/handbooks

The 2009 International Security Forum

DCAF was the principle organiser of the Eighth International Security Forum (ISF) held in Geneva on 18–20 May 2009. Sponsored by the Swiss Federal Department of Defence, Civil Protection and Sport and the Swiss Federal Department of Foreign Affairs, the ISF was designed as a Swiss contribution to the Partnership for Peace Programme. Today it provides a platform for the sharing of knowledge and discussion of the most pertinent issues of international security in the Euro-Atlantic area and beyond.

In May 2009 the ISF's six discussion tracks and 24 workshops addressed a wide range of topics, including globalisation, regional and global security governance, intelligence accountability, environmental and energy threats, cyber security, linkages between security, democracy and development, the importance of human security and human rights when confronted with state security.

Beyond its role as principal organiser, DCAF led four thematic ISF workshops on armed non-state actors, security privatisation, local ownership and human trafficking.

The proceedings of the Eighth International Security Forum are available electronically from the DCAF website.¹⁶

¹⁶ See www.dcaf.ch/publications

Human Trafficking and the Security Sector

In 2009 DCAF completed a two-year project on security sector responses to trafficking in people. This project enriched the discussion on trafficking, adding a valuable security-sector-centred perspective to the debate.

The main output of the project was the release in mid-2009 of a publication entitled *Strategies Against Human Trafficking: The Role of the Security Sector*.¹⁷ The book looks at lessons learned in the past and ways to improve international counter-trafficking cooperation in the future. It also examines some specific thematic areas, including trafficking and corruption, trafficking and organised crime, and trafficking and other forms of migration.

Gender and SSR

The comprehensive integration of gender issues into SSR 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 2009 DCAF continued its work in the development and promotion of advocacy tools and training materials on integrating gender into SSR, including research into the application to SSR of the UN Security Council Resolutions on women, peace and security (1325, 1888 and 1889).

In 2009, DCAF's *Gender and SSR Training Resource Package* was progressively published and released electronically.¹⁸ The Training Resource Package is a brand new tool which contains practical

¹⁷ See www.dcaf.ch/publications

¹⁸ See www.dcaf.ch/gssrtraining

guidance notes, exercises, discussion topics and examples from the ground which help integrate gender into the entire SSR training cycle – from training needs assessment to monitoring and evaluation. A French version of the *Training Resource Package* will be released in 2010 and an interactive gender and SSR training website is currently under development. In 2009 a backgrounder on gender and SSR was also published as part of the DCAF Backgrounder Series.

In response to requests from DCAF's partners in Indonesia and francophone Africa, DCAF's 2007 *Gender and SSR Toolkit*¹⁹ was translated into Bahasa and French.

During 2009, DCAF placed a special emphasis on supporting the integration of gender aspects into security sector reform on the African continent.

Within the UN context, at the request of the UN Office of the Special Adviser on Africa, DCAF contributed to the drafting of a paper addressing SSR and the protection of women in Africa.

At a bilateral level, a number of awareness-raising and training events on gender and SSR were organised in Liberia, Senegal, Sierra Leone and South Africa.

In **Liberia**, DCAF supported the organisation of the international colloquium on Women's Empowerment, Leadership, Development, International Peace and Security. Held in Monrovia in March 2009, the event brought together over 500 participants including several heads of state. DCAF has played a key role, in particular, in the drafting of the colloquium's two official documents – the Monrovia Declaration and the Call to Action.

¹⁹ See www.dcaf.ch/gssrtoolkit

In **Senegal**, in cooperation with the local NGO Alliance for Migration, Leadership and Development, DCAF conducted an assessment of gender mainstreaming in the security sector of Senegal. The findings of the project were presented to the Senegalese government, parliament, armed forces and civil society during a series of awareness-raising events held in Dakar in November 2009 and in January 2010.

Furthering its support to female security staff associations, DCAF and the Women Peace and Security Network Africa (WIPSEN-Africa), conducted a series of capacity-building workshops for the **Liberia** Female Law Enforcement Association and its counterpart in **Sierra Leone**, Women in the Security Sector – Sierra Leone. The workshops helped the associations consolidate their leadership and internal structure, and develop strategic action plans with the aim of increasing the involvement of female security sector personnel in SSR processes in both countries. As part of this project, DCAF supports both associations in strengthening their capacity to raise awareness of women's roles in security sector institutions and mentor new recruits.

In cooperation with WIPSEN-Africa, an awareness-raising seminar on the integration of gender into defence policies was organised in July 2009 in Freetown for the leadership of the Ministry of Defence and the Armed Forces of **Sierra Leone**.

With the tenth anniversary of UN Security Council Resolution 1325 approaching, governments and institutions worldwide launched various initiatives to develop monitoring and evaluation systems as well as a set of indicators for the implementation of the resolution. Sixteen national action plans were put in place addressing the issue. In 2009 DCAF participated in a series of expert meetings throughout Europe organised under the auspices of the Swedish EU presidency by the Norwegian NGO FOKUS and other agencies. The effort to develop compliance indicators will continue into 2010.

Throughout the year DCAF continued to deliver gender training as part of the quarterly SSR Practitioners' Course on Security Sector Reform offered by the Global Facilitation Network on Security Sector Reform, based at the University of Birmingham. The course caters to UK and international SSR field personnel and policy-makers, and helps set standards on SSR work worldwide. Additionally, DCAF facilitated sessions on gender as part of Reforming the Security Sector in Countries Emerging from Conflict, a three-month residential course for senior foreign government officials and civil society representatives under the British Chevening Fellowship scheme conducted by the Centre for International Co-operation and Security of Bradford University.

The International Security Sector Advisory Team

When a number of countries and organisations came together in 2008 in partnership with DCAF to create the International Security Sector Advisory Team (ISSAT), they sought to set up an organisation that would be a leader in the provision of operational support for SSR. Established within DCAF on 8 February 2008, ISSAT has worked hard to meet the objectives set at its inception. Today, ISSAT has developed into an organisation well positioned and sufficiently equipped to make a solid contribution to the continued growth of international SSR capacity. 2009 was an important year in ISSAT's development, as a new strategy was drafted and approved by ISSAT's Governing Board, a subcommittee of the DCAF Foundation Council, marking the completion of ISSAT's two-year inception phase.

ISSAT Organisational Components

The Governing Board

The ISSAT Governing Board is currently composed of 14 countries (Austria, Belgium, Canada, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland and the UK) as well as six multilateral

actors and agencies, namely the European Commission, the Council of the European Union, the OECD Secretariat, the UNDP, the UN DPA and the UN DPKO. Throughout 2009 ISSAT members have been actively engaged with ISSAT core staff in continuing the organisation's development using a survey on the activities and priorities of ISSAT, as well as in-depth discussions on a wide range of strategic issues during the Governing Board meetings.

The ISSAT Team

The ISSAT team is now at full strength and includes a range of backgrounds and experience, which are of fundamental importance in the effective delivery of the programme of work. The 12-person team consists of senior SSR advisers, SSR advisers, a coordinator, a training coordinator, project officers and programme assistants. In addition to experience from the development, diplomatic, defence and broader security domains, the team has extensive field experience in countries undergoing SSR processes, and in working with the range of actors involved in supporting such processes.

The Expert Roster

In 2009 ISSAT has further developed and maintained a multidisciplinary pool of SSR advisers with an optimal balance of skills, knowledge and experience. The operational capacity of ISSAT's Expert Roster has been increased to 30 personnel. Some roster personnel have been deployed in the missions that ISSAT has undertaken, while others have assisted in the development of training programmes, assessment strategies and the ISSAT draft strategy for 2010–2011. Roster personnel also joined DCAF/ISSAT personnel in a training course on security arrangements for peace mediation processes provided by the Swiss Federal Department of Foreign Affairs. This programme was aimed at preparing participants for a supporting role in the UN DPA's mediation missions.

ISSAT Activities in 2009

In 2009 ISSAT continued to focus on four priority areas, namely SSR assessments, programme design, monitoring and evaluation (M&E) as well as training and capacity development. In 2009 alone ISSAT undertook over 35 missions.

Support for Undertaking and Coordinating SSR Assessments

In 2009 ISSAT was a member of the panel advising Sweden on the establishment of an SSR assessment framework for the EU, an initiative which was championed by the Swedish EU presidency. Assistance was also provided to the Netherlands in conducting a security governance and corruption analysis in Kosovo. ISSAT's other field assessment in 2009 took place in Guinea-Bissau, where elements of a 2008 assessment carried out on behalf of the UK were updated.

Work was also initiated on developing operational guidance notes (OGNs) for SSR-related assessments. In 2009 existing assessment frameworks and methodologies were mapped out and a workshop was held to bring together field experience on SSR assessment. Four initial OGNs are being drafted that will define an ISSAT approach to assessments and can easily be adapted to specific mission contexts.

Guidance on Programme Design

In 2009 ISSAT provided field-based advisory support on SSR programme design and implementation activities on behalf of three members. As a part of both Canadian and UK support for ECOWAS, a mission was undertaken to provide support for the initial design process of an institutional capacity-building project

for the ECOWAS Security Division. For the Swiss government, ISSAT provided support in the process of developing a vision and mission statement for the Dr John Garang Memorial Military Academy in southern Sudan. Further engagement took place at the request of the government of southern Sudan and several donors, led by the UK. This mission involved the provision of short- and medium-term recommendations for the design of ‘quick-win’ projects in the areas of community security and small-arms control.

A second major activity for 2009 was the initiation of the development of OGNs on how to design security and justice programmes. At a first consultative workshop in Geneva, participants reviewed the approach to be taken to operational guidance in this area. As a result of the discussions held it was decided that the first OGNs would focus on the principles and process aspects involved in designing security and justice programmes. Work will continue on the development of draft OGNs, and is scheduled to be completed in the first half of 2010.

Monitoring and Evaluating SSR Programmes

ISSAT undertook missions in support of two members in the area of M&E over the course of the year. Guidance was provided to the interim review of the Swiss programme of support to the SSR process in southern Sudan. This led to a follow-on mission to assist in the redesign of the project. In addition, ISSAT supported the Netherlands in a baseline assessment study aimed at providing benchmarks against which the results of the Dutch-Burundian Security Sector Development Programme can be evaluated, both on an annual basis and at the end of the programme. These benchmarks provide clear points of reference against which future activities will take shape.

ISSAT also continued to monitor the SSR processes in a number of countries and regions, and has launched a process that will lead to the conceptual development of the ISSAT approach to, and methodology for, M&E. Following a survey conducted among some members of the Governing Board and Expert Roster, ISSAT held a workshop that brought together core staff and roster personnel to discuss the way forward. As in other activity areas, this will involve the drafting of OGNs on M&E tools.

In 2009 ISSAT also began a partnership with the Centre for International Governance Innovation (CIGI) with the objective of generating analysis of trends in SSR processes. CIGI's SSR Monitor will provide ongoing analysis of the SSR process in the six countries chosen as case studies (Afghanistan, Burundi, Guinea-Bissau, Haiti, southern Sudan and Timor-Leste). The first SSR Monitor reports have already been issued for Haiti and Afghanistan.²⁰ The monitor will both map trends and gather good practice with regard to SSR field operations.

Training and Capacity Development

Over the course of 2009 much of ISSAT's activity has been directed at supporting the development of multilateral SSR capacity. ISSAT conducted some 30 capacity-building programmes for over 700 participants. This represents a threefold increase over 2008. The training programmes provided by ISSAT have included introductory-level SSR training, whole-of-government training and train-the-SSR trainer, as well as a number of specialised training programmes. The targets of ISSAT's capacity-building activities continue to be member states, multilateral organisations and civil society organisations. In addition to conducting specific training programmes, ISSAT has also contributed to the development of these actors' SSR training capacity.

²⁰ See www.cigionline.org

Two-thirds of ISSAT's activities for 2009 in this area have focused on capacity development for multilateral organisations. The UN has been the primary beneficiary of this effort, but missions have also been undertaken for ECOWAS, the EU and (through the UN) in support of the African Union. Member countries have also been significant beneficiaries of ISSAT training activities, with support being given to eight members in 2009.

ISSAT has put substantial effort into supporting the Association for Security Sector Education and Training (ASSET).²¹ ISSAT has provided support to several fellow ASSET members in designing and delivering SSR training programmes. ISSAT has also conducted special training activities for regional gatherings of civil society representatives in South and Southeast Asia, as well as for a national civil society audience in Timor-Leste. These efforts have been strengthened by ISSAT chairing and hosting the ASSET Secretariat. ASSET as an organisation has been growing steadily with ISSAT support.

Other Support Services

In addition to its core support activities, ISSAT has been working on the development of knowledge services (KS). This concept has grown out of the need to capture, store and disseminate knowledge from SSR practitioners worldwide so that good practices and lessons learned can be highlighted and SSR practitioners can communicate and coordinate directly with one another. With a final KS strategy approved at the fifth meeting of the ISSAT Governing Board, the services will actually be created and introduced during 2010. These will be tools integrated into the ISSAT website, including operational guidance notes and compilations of SSR lessons learned. Also, the KS will strive to create and facilitate an online community of practice in the area of SSR.

²¹ See www.asset-ssr.org

Looking Ahead to 2010

Having completed its inception phase, ISSAT will concentrate in 2010 on consolidating its role in the SSR field while continuing to improve the assistance it provides. In the new ISSAT strategy and action plan for 2010–2011, five key objectives have been identified to achieve this: prioritising advisory field support as ISSAT’s key service to members; providing training support to members and partners, with a focus on supporting partners in ASSET; development of operational guidance tools; expansion of its knowledge services; and strengthening engagement and communication with members.

Additional information on ISSAT can be found at www.dcaf.ch/issat.








Annexes













DCAF Foundation Council





The Foundation Council is the supreme body of the DCAF Foundation. In 2008 it comprised **54 Member States** (including the canton of Geneva). The Council is presided over by Mr. Christophe Keckeis (Switzerland). Hon. Adolf Ogi, former Federal Councillor 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 2009.

	Albania (2000)	Ambassador Mehmet Elezi Ambassador to Switzerland
	Argentina (2009)	Mr. Gustavo Sibilla Undersecretary for Logistics and Operational Planning Ministry of Defense
	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 Mikhail Khvostov 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













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	Bosnia and Herzegovina (2001)	Ambassador Emina Kečo-Isaković Permanent Representative to the United Nations Office at Geneva
	Bulgaria (2000)	Ambassador Gancho Ganev Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Burkina Faso (2009)	Colonel Honoré Lucien Nombre Head of Policy Planning, Ministry of Defence
	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 Dian Triansyah Djani Permanent Representative to the United Nations Office and other International Organisations in Geneva
	Ireland (2000)	Ambassador Gerard Corr 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

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	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 Camilleri 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 Minister of Foreign Affairs
	Netherlands (2001)	Ambassador Paul van den Ijssel 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)	N.N.
	Romania (2000)	N.N.
	Russian Federation (2000)	N.N.
	Serbia (2001)	Ambassador Ugleješa Zvekić Permanent Representative to the United Nations Office and International Organisations having their Headquarters in Geneva
	Slovak Republic (2000)	Ambassador Fedor Rosoča 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 Christian Catrina Head, Security Policy, General Secretariat, Federal Department of Defence, Civil Protection and Sports, Secretary of DCAF Foundation Council

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	Switzerland (2000)	Ambassador Jürg Lauber Permanent Representative to the Conference on Disarmament, Treasurer of the 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 (permanent observer)	Ambassador Libère Bararunyeretse Permanent Observer, Permanent Delegation of the International Organisation of la Francophonie (OIF) to the United Nations Office at Geneva
	Inter- Parliamentary Union (permanent observer)	Mr. Martin Chungong Director, Division for the Promotion of Democracy

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 |
|  | Secretary | Ambassador Christian Catrina
Head, Security Policy, General Secretariat, Swiss Federal
Department of Defence, Civil Protection and Sports,
Secretary of DCAF Foundation Council |
|  | Treasurer | Ambassador Jürg Lauber
Permanent Representative of the Swiss Confederation
to the Conference on Disarmament |
|  | 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 |

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 four main services: SSR assessments; programme design; monitoring and evaluation as well as SSR training and capacity development.

The ISSAT is administered by its Governing Board which is composed of 14 donor countries and 6 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

 Council of the European Union
 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 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 2010.

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
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
Hido Bišćević	Secretary General, Regional Co-operation Council, Sarajevo
Carl Bildt	* Membership on the Advisory Board suspended during tenure as Minister of Foreign Affairs of Sweden
Ivan Bizjak	Director General, Directorate General Justice and Home Affairs, Council of the European Union
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 J. Croll	Director, Bonn International Center for Conversion
Erwin Dahinden	Director International Relations Defence, Swiss Federal Department of Defence, Civil Protection and Sports

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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 I. Elaigwu	President, Institute of Governance and Social Research, Jos, Nigeria
Pieter Feith	EU Special Representative in Kosovo
Nicole Gnesotto	Former Director of the European Union Institute for Security Studies, Paris
Thomas Greminger	Head of Political Division IV, Human Security, Swiss Federal Department of Foreign Affairs, Berne
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

Ljubica Jelusic	* Membership on the Advisory Board suspended during tenure as Minister of Defence of Slovenia
Andrzej Karkoszka	Managing Director, Aerospace, Defence and Security, Central and Eastern Europe, PriceWaterhouseCoopers
Catherine M. Kelleher	College Park Profesor, University of Maryland; Senior Fellow, Watson Institute, Brown University
Girts 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
Christian Miesch	Member of the Swiss National Council
Boubacar N'Diaye	Professor, Political Science Department, College of Wooster
N'Dioro N'Diaye	President, Alliance for Migration, Leadership and Development (AMLDD), Dakar, Senegal, former Minister of Family Affairs of Senegal
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
'Funmi Olonisakin	Director of the Conflict, Security and Development Group, International Policy Institute, King's College, London

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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
Tomas Ries	Lecturer, Swedish National Defence College
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 A. Thomson	President and Chief Executive Officer, RAND
Willem F. 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
Nancy J. 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	Washington, DC
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 2009 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 2009 can be found below.

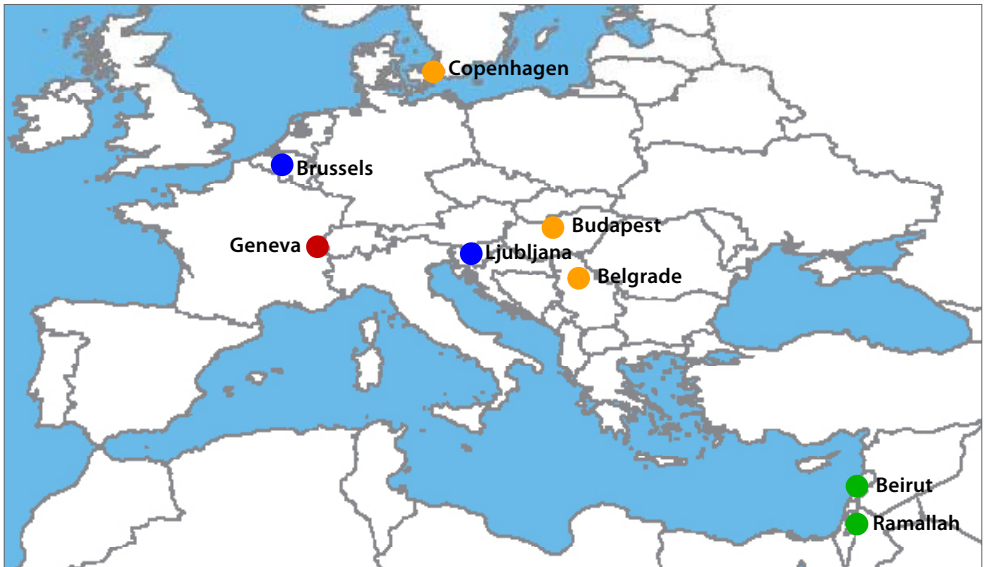
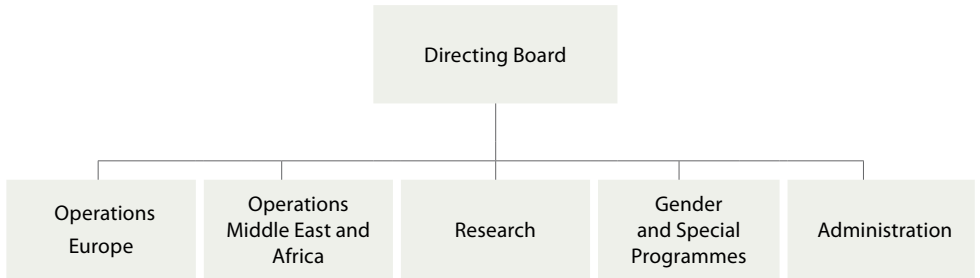
Permanent Staff in 2009

	Australia	1		New Zealand	1
	Austria	2		Norway	1
	Bosnia and Herzegovina	1		Pakistan	1
	Bulgaria	1		Palestinian National Authority	7
	Canada	6		Romania	2
	Cameroon	1		Russian Federation	1
	Denmark	1		Serbia	1
	Estonia	1		Sierra Leone	1
	France	7		Slovenia	7
	Germany	6		South Africa	2
	Hungary	1		Spain	1
	Ireland	6		Sri Lanka	1
	Italy	1		Sweden	3
	Côte d'Ivoire	1		Switzerland	31
	Macedonia	1		United Kingdom	8
	Netherlands	2		United States	3
	Niger	1			

Seconded Personnel in 2009

	Austria	1		Macedonia	1
	Canada	1		Norway	1
	France	1		Slovenia	1
	Germany	1		Spain	1
	Liechtenstein	1		Switzerland	1

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 2009 reached **28,8 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 2009 can be found below. All figures are given in Swiss francs.

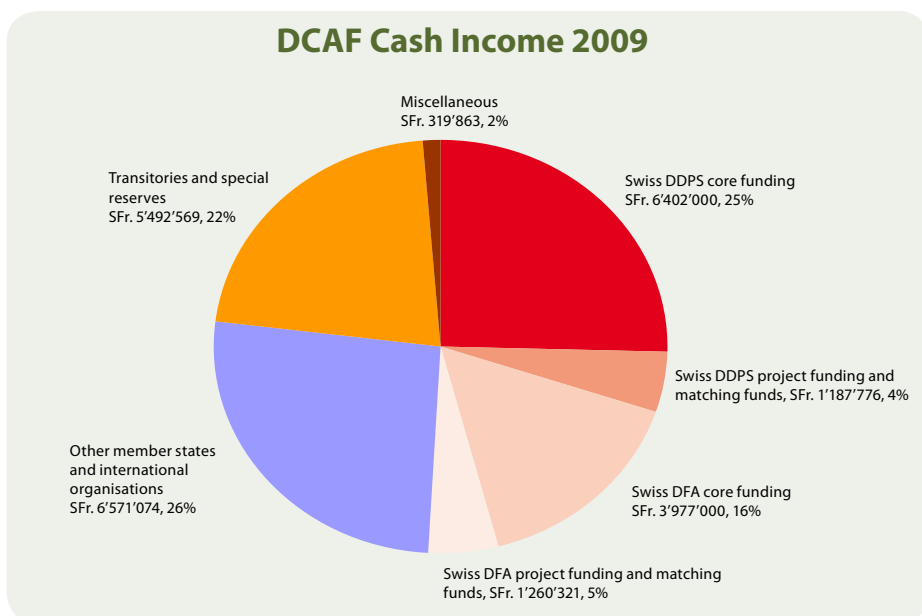
Cash Income	2009
Swiss DDPS*	
DDPS core funding	6,402,000
DDPS project funding	893,476
DDPS matching funds	294,300
Total DDPS	7,589,776
Swiss DFA**	
DFA core funding	3,977,000
DFA project funding	1,113,171
DFA matching funds	147,150
Total DFA	5,237,321
Other Member States and International Organisations	
Canada	191,375
Cyprus	45,168
Czech Republic	156,090
Estonia	4,517
Denmark	208,271
Finland	44,796
France	90,336
Germany	671,709
Hungary	25,000
Ireland	375,000

* Swiss Federal Department of Defence, Civil Protection and Sport

** Swiss Federal Department of Foreign Affairs

DCAF Accounts and Donors

Liechtenstein	112,696
Netherlands	526,960
Norway	1,807,755
Slovakia	6,121
Sweden	1,300,000
United Kingdom	776,270
NATO	15,302
OECD	4,591
OIF	16,755
United Nations	155,862
Others	36,000
Total Other Member States and International Organisations	6,571,074
Other income	
Transitories and special reserves	5,492,569
Miscellaneous	319,863
Total Other income	5,812,432
Grand Total	SFr. 25,210,602



Annex

Cash Expenditure	2009
Governance and Management	
<i>Foundation Council</i>	66,196
<i>International Advisory Board</i>	120,314
<i>Director's Office</i>	135,832
<i>Central reserves</i>	41,764
Total Governance and Management	364,106
DCAF Divisions	
Office of the Deputy Director	11'242'022
• <i>Indonesia Programme</i>	789,368
• <i>Nepal Programme</i>	749,663
• <i>Afghanistan Programme</i>	100,000
• <i>Ukraine Programme</i>	93,245
• <i>PfP-related expenditure</i>	45,000
• <i>Other</i>	240,427
Total Office of the Deputy Director	2,017,883
Research Division	
• <i>Privatisation of Security Programme</i>	114,564
• <i>Subsidiary Missions</i>	37,000
• <i>UN Programme</i>	48,561
• <i>SSR in West Africa Programme</i>	132,745
• <i>ISSAT</i>	3,829,354
• <i>Publications</i>	160,094
• <i>Other</i>	319,039
Total Research Division	4,641,357
Operations Europe	
• <i>Border Security Programme</i>	848,478
• <i>Parliamentary Assistance in SEE Programme</i>	1,070,059
• <i>Police Reform Programme</i>	489,774

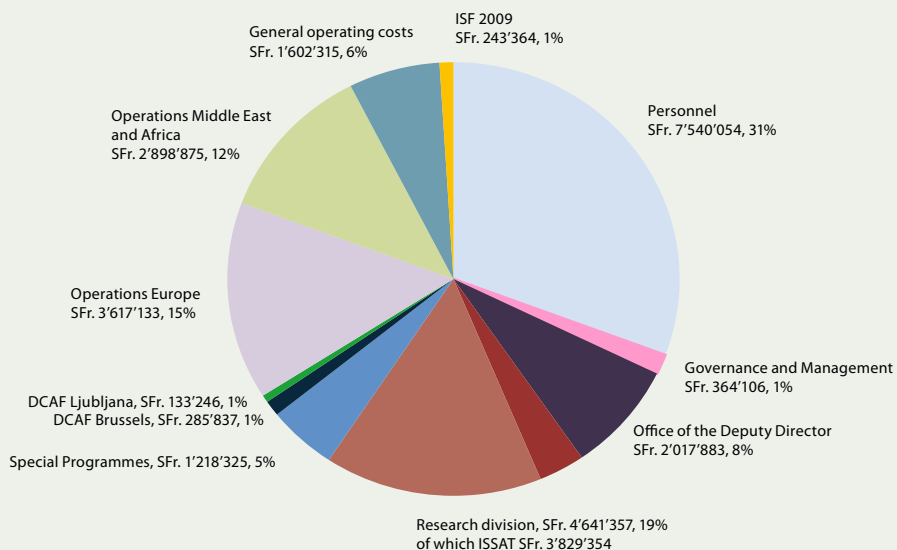
DCAF Accounts and Donors

• <i>Parliamentary Staff Advisors Programme</i>	442,780
• <i>New Independent States Programme</i>	310,483
• <i>Kosovo Programme</i>	455,560
Total Operations Europe	3,617,133
Operations Middle East and Africa	
• <i>Middle East and North Africa Programme</i>	182,445
• <i>Africa Parliamentary Assistance Programme</i>	120,000
• <i>Africa Programme Operations</i>	417,206
• <i>Palestine Programme</i>	1,683,727
• <i>Lebanon Programme</i>	495,497
Total Operations Middle East and Africa	2,898,875,
Special Programmes	
• <i>Gender and SSR Programme</i>	1,153,995
• <i>Children in an Insecure World Programme</i>	13,635
• <i>PfP Consortium</i>	5,695
• <i>Horizon 2015 Project</i>	45,000
Total Special Programmes	1,218,325
Personnel	
• <i>Salaries</i>	6,366,432
• <i>Social Charges</i>	1,028,979
• <i>Other</i>	144,643
Total Personnel	7,540,054
General Operating Costs	
• <i>Facilities (rent, maintenance, equipment)</i>	1,333,157
• <i>Administration</i>	265,809
• <i>Banking and financial charges</i>	3,349
Total General Operating Costs	1,602,315

Annex

DCAF Brussels	285,837
DCAF Ljubljana	133,246
Total DCAF Divisions	23,955,025
Services Rendered to Switzerland	
ISF 2009	243,364
Total Services Rendered to Switzerland	243,364
Total Cash Expenditure	SFr. 25,562,494
Surplus for the Year	648,108

DCAF Cash Expenditure



DCAF Accounts and Donors

Overall Contributions to DCAF 2009

Switzerland

DDPS core funding	6,402,000
DDPS project funding and matching funds	1,187,776
DDPS in-kind contributions	480,000
• <i>Seconded Personnel</i>	280,000
• <i>ISN Support</i>	40,000
• <i>Vehicles</i>	15,000
• <i>IT Support</i>	145,000

Total Contributions DDPS **8,069,776**

DFA core funding 3,977,000

DFA project funding and matching funds 1,260,321

DFA in-kind contributions 10,000

Total Contributions DFA **5,247,321**

Total Contributions Switzerland **13,317,097**

Other Member States and International Organisations

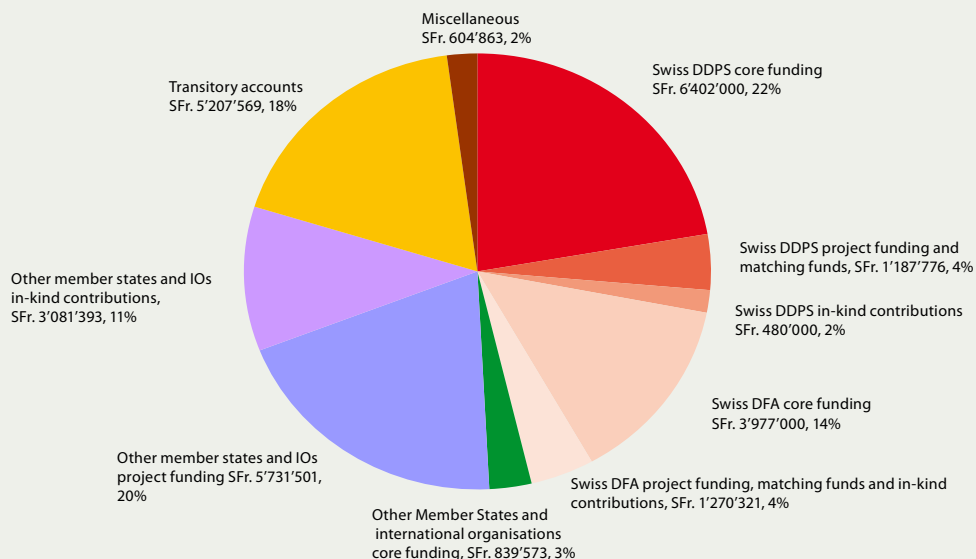
Core funding	839,573
Project funding	5,731,501
Seconded personnel (in-kind)	1,288,000
Joint projects (in-kind)	794,800
Local logistical support (in-kind)	998,593

Total Contributions (Other Member States and IOs) **9,652,467**

Annex

Total Miscellaneous	<u>604.863</u>
Total Transitory Accounts	<u>5,207,569</u>
Grand Total	<u><u>SFr. 28,781,995</u></u>

Overall Contributions to DCAF in 2009



DCAF's Donor Governments in 2009

		Dedicated Core Funding	Core funding	Project-related funding	Seconded Personnel
	Austria			•	•
	Bahrein			•	
	Belgium			•	
	Canada			•	•
	Cyprus	•			
	Czech Republic			•	
	Denmark			•	
	Estonia		•		
	Finland	•	•		
	France			•	•
	Germany	•		•	•
	Hungary			•	
	Ireland	•			
	Liechtenstein		•	•	•
	Luxemburg	•			
	Republic of Macedonia				•
	Netherlands	•		•	
	Norway	•		•	•
	Slovakia			•	
	Slovenia				•
	Spain	•			•
	Sweden	•	•	•	
	Switzerland	•	•	•	•
	United Kingdom	•		•	

DCAF Publications

DCAF has published some 400 titles (books and papers) since 2000, some 20 of them in 2009. 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.



The Palestinian Media and Security Sector Governance

Khaled Abu Aker, Intisar Abu Khalaf, Majed Arouri, Roland Friedrich, Regula Kaufmann, Jonas Loetscher, Arnold Luethold and Nicolas Masson (eds)

(Available in English and Arabic)

available from www.dcaf.ch/publications



Towards Palestinian National Reconciliation: Reference Texts

Khaled Abu Aker, Intisar Abu Khalaf, Majed Arouri, Roland Friedrich, Jonas Loetscher, Arnold Luethold and Nicolas Masson (eds)

(Available in English and Arabic)

available from www.dcaf.ch/publications



Forum Delivering Security to the Palestinian People: Summary Report

Intisar Abu-Khalaf, Roland Friedrich, Jonas Loetscher, Arnold Luethold, Nicolas Masson, Khaled Naseef, Omar Rahhal (eds)

(Available in English and Arabic)

available from www.dcaf.ch/publications



Security System Reform: What Have We Learned?

Alan Bryden and Rory Keane

available from www.dcaf.ch/publications



Essentials of Defence Institution Building

Hari Bucur-Marcu

available from www.dcaf.ch/publications



Defence Management : An Introduction

Hari Bucur-Marcu, Philipp Fluri, Todor Tagarev (eds)

available from www.dcaf.ch/publications
and www.procon.bg



**The Military and Law Enforcement in Peace Operations:
Lessons from Bosnia-Herzegovina and Kosovo**

Cornelius Friesendorf

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



**Strategies Against Human Trafficking:
The Role of the Security Sector**

Cornelius Friesendorf (ed.)

available from www.dcaf.ch/publications



**Coping with Global Change: Proceedings of the
8th International Security Forum**

Anja H. Ebnöther and Ernst M. Felberbauer (eds)

available from www.dcaf.ch/publications



Towards Lebanese National Reconciliation

Regula Kaufmann, Antoine Laham, Jonas Loetscher, Arnold Luethold (eds)

(Available in English and Arabic)

available from www.dcaf.ch/publications



**Almanac on Human Rights and Indonesia's Security
Sector 2009**

Mufti Maakarim, Wendy Andika Prajuli, Fitri Bintang Timur (eds)

(Available in Indonesian)

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

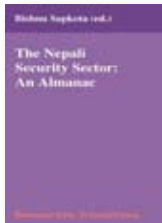


The Security Sector Legislation of the Federal Democratic Republic of Nepal

Hari Phuyal (ed.)

(Available in English and Nepali)

available from www.dcaf.ch/publications



The Nepali Security Sector: An Almanac

Bishnu Sapkota (ed.)

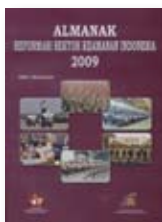
available from www.dcaf.ch/publications



Transforming Intelligence Services: Making Them Smarter, More Agile, More Effective and More Efficient

Fred Schreier

available from www.dcaf.ch/publications

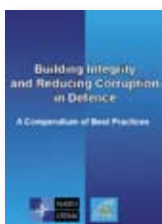


Almanac on Indonesian Security Sector Reform 2009

Beni Sukadis (ed.)

(Available In Indonesian)

available from www.dcaf.ch/publications



**Building Integrity and Reducing Corruption in Defence:
A Compendium of Best Practices**

Todor Tagarev (ed.)

available from www.dcaf.ch/publications
and www.procon.bg



**Security Sector Governance Teaching Tools for
Indonesian Civil Society Organisations: A Toolkit**

Sri Yunanto, Papang Hidayat, Mufti Makaarim, Wendy Prajuli,
Dimas Yudha (eds.)

(Available in Indonesian)

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 2009 are highlighted.



Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians

Hans Born, Philipp Fluri and Anders Johnsson (eds.)
DCAF and Inter-Parliamentary Union, 2003

(Available in Albanian, Arabic, Armenian, Azeri, Bosnian, Bulgarian, Chinese, Croatian, Dari, English, Estonian, Farsi, French, Georgian, German, Hungarian, Indonesian (Bahasa), Japanese, Kazakh, Kyrgyz, Latvian, Macedonian, Mongolian, Nepali, Polish, Portuguese, **Pushto**, Romanian, Russian, Serbian, Slovenian, Spanish, **Tajik**, Tetum, Turkish, Urdu, Ukrainian and **Uzbek**)

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, **Pushto**, Russian, Serbian, Spanish, Turkish and Ukrainian)

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, Russian, **Bosnian**, **Croatian**, **French** and **Serbian**)

available from www.dcaf.ch/handbooks



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



Monitoring and Investigating the Security Sector: Recommendations for Ombudsman Institutions to Promote and Protect Human Rights for Public Security

Eden Cole and Katrin Kinzelbach (eds.)

DCAF and UNDP, 2008

(Available in English and Russian)

available from www.dcaf.ch/handbooks

DCAF Toolkits



The Gender and Security Sector Reform Training Resource Package

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

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



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

DCAF Yearly Books

In 2009, the seventh volume in DCAF's flagship Yearly Book series was published. The topic of the 2009 edition is *Security Sector Reform in Challenging Environments*. Following an overview of 'ideal' SSR requirements, contrasted with typical obstacles inhibiting SSR efforts, the main body of this volume offers evidence-based analyses of positive and negative SSR records in barely enabling environments, drawing on experiences in Africa, the Americas, Asia and Europe. Lessons learned from these experiences are intended to feed into theoretical re-thinking of SSR policy frameworks as well as to help practitioners in designing and implementing effective and sustainable SSR in challenging environments.

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.



Security Sector Reform in Challenging Environments

Hans Born and Albrecht Schnabel (eds), 2009



Local Ownership and Security Sector Reform

Timothy Donais (ed.), 2008



Intergovernmental Organisations and Security Sector Reform

David M. Law (ed.), 2007



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



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



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



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

DCAF 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. 19 Occasional Papers and 31 Policy Papers have been published so far, three of them in 2009. 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.

- **Poster Boys No More : Gender and Security Sector Reform in Timor-Leste**
Henri Myrntinen, 2009
DCAF Policy Paper 31
- **Securing Democracy? : A Comparative Analysis of Emergency Powers in Europe**
Anna Khakee, 2009
DCAF Policy Paper 30
- **Fighting the Pre-eminent Threats with Intelligence-led Operations**
Fred Schreier, 2009
DCAF Occasional Paper 16
- **Challenges for Integrated Border Management in the European Union**
Otwin Marenin, 2010
DCAF Occasional Paper 17
- **The Role of Penal Reform in Security Sector Reform**
Megan Bastick, 2010
DCAF Occasional Paper 18
- **Trends and Challenges in International Security: An Inventory**
Fred Schreier, 2010
DCAF Occasional Paper 19

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 Human Rights
- Security Sector Reform and Intergovernmental Organisations
- Security Sector Reform in Post-Conflict Peacebuilding
- Sending Troops Abroad
- States of Emergency
- Trafficking in Human Beings
- Vetting for the Security Sector