# Annual Report
## 2010

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# *DCAF in 2010 at a Glance*

▶ The DCAF Foundation currently comprises **55 member states**, with Burundi joining in 2010. Applications for membership have been received from several additional states in Africa and Asia. DCAF's financial turnover in 2010 reached **SFr. 30.3 million**, a 5 per cent increase compared to 2009.

▶ DCAF conducted over 300 missions and activities in 2010 in **Southeast and Eastern Europe, Africa, the Middle East, Asia, and the Pacific**, covering SSR needs assessment, programme design, monitoring and evaluation, and training and capacity development.

▶ DCAF's **International Security Sector Advisory Team** (ISSAT) undertook 45 advisory field support and capacity development missions across four continents. Half of these activities were mandated by multilateral or regional organisations such as the UN, the EU and ECOWAS.

▶ DCAF further reinforced its partnership with the **United Nations** by providing training and supporting the development of operationally-oriented technical guidance notes to assist UN field and headquarters personnel in conducting SSR activities.

▶ DCAF continued to develop partnerships with the **European Union and other multilateral organisations** engaged in SSR, including the African Union, ASEAN, ECOWAS, NATO and SADC.

▶ Fifty-eight private security companies signed the I**nternational Code of Conduct for Private Security Service Providers** (ICoC) on 9 November 2010 and a further 36 companies have since signed the Code. DCAF played a central role in drafting the Code and continues to provide support for the establishment of an implementation and oversight mechanism for the ICoC. DCAF also continued to promote 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 intensified its support to the **Police Cooperation Convention for Southeast Europe (PCC)**. In May 2010, the PCC Contracting Parties formally conferred upon DCAF Ljubljana the task of housing and running the Convention's Secretariat.

- ► DCAF maintained its position as the world's leading centre of excellence on **gender and SSR**. DCAF participated in 40 training and awareness-raising events, many marking the tenth anniversary of UN Security Council Resolution 1325. These events were supported by the release of the latest tool in DCAF's *Gender and SSR Toolkit*, Tool 13, *Implementing the Women, Peace and Security Resolutions in SSR.*

- ► DCAF continued its capacity-building, outreach and research activities in the area of **ombudsman institutions** for the armed forces and **intelligence governance and accountability**, supporting the second international conference of ombudsman institutions for the armed forces and receiving a mandate from the EU Parliament to conduct a study on parliamentary oversight of security and intelligence agencies in EU member states.

- ► DCAF remained the leader in **SSR research**, producing a number of policy-relevant publications including its eighth Yearbook, *Security Sector Transformation in Africa*, and the edited volume, *Governing the Bomb: Civilian Control and Democratic Accountability of Nuclear Weapons*.

- ► DCAF commenced a comprehensive reflection process to consider future challenges in SSR and SSG. The project, entitled **Horizon 2015,** examines cutting-edge topics such as cyber security, public-private partnerships and the regulation of private military and security companies.

- ► DCAF's increased its **online presence** through the comprehensive redesign and re-styling of its principal website (www.dcaf.ch), the launch of a dedicated ISSAT website and its community of practice (http://issat.dcaf.ch), as well as a website on the International Code of Conduct for Private Security Service Providers (www.icoc-psp.org)

# *Director's introduction: Entering a new decade*

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) celebrated its tenth anniversary in 2010. Established in October 2000 on the initiative of the Swiss government, DCAF has since evolved into one of the world's leading centres of excellence in security sector reform (SSR) and security sector governance (SSG).

With the addition of Burundi in 2010, the number of DCAF member states has grown from an original 23 countries in 2000 to 55 in 2010. Several additional countries, notably from Africa and Asia, are set to join the Foundation in 2011. The Centre's staff has also increased from an original six in 2000 to well over 100 today. DCAF's activities have become genuinely global, covering the entire spectrum of SSR and SSG, with a demonstrable impact on the ground.

DCAF's work is situated at the intersection between security, development, and the rule of law. These three elements are understood today as indispensable for conflict prevention, conflict management, and post-conflict reconstruction, and crucially important for countries in the transition towards democracy, for fragile societies, and for countries emerging from conflict. DCAF's approach ensures that these elements are treated as a unified whole.

Many early decisions proved crucial to making DCAF what it is today:

- DCAF's legal status as a Swiss foundation at the crossroads between an NGO and an international organisation – combining the flexibility of the former with the mobilisation capability and the stamina of the latter.
- A policy of strict neutrality and impartiality.
- The promotion of local ownership and local empowerment as the basis for legitimate and sustainable reform processes.
- The relentless pursuit of new and stronger partnerships.
- The decision to address not only the democratic control of armed forces, but the entire spectrum of SSR and SSG.
- The combination of conceptual, analytical and operational capabilities under one roof, permitting the Centre to offer comprehensive solutions.

Over the past decade, SSR and SSG have continued to attract greater attention from all major international players. These players have developed their own SSR / SSG strategies and are moving towards creating ever more effective implementation mechanisms. DCAF has been at the forefront of these developments, often providing direct assistance to these actors.

DCAF's relationship with the United Nations (UN) was further strengthened in 2010. In conjunction with the UN Inter-Agency SSR Taskforce, DCAF has participated in development of operationally-oriented technical guidance notes designed to assist UN field and headquarters personnel in supporting SSR processes. Moreover, DCAF's International Security Sector Advisory Team (ISSAT) continued to provide the UN with advisory field support on the ground and assistance in developing the UN's institutional SSR capacity.

In 2010, DCAF laid the foundations of a strategic operational relationship with the European Union (EU). The Centre continued its cooperation with the EU's border security service (FRONTEX) and field missions, notably the EU Border Assistance Mission to Moldova and Ukraine. In 2010, ISSAT worked closely with the EU, providing training, advice on programme design and assistance in evaluating the EU's SSR activities. DCAF was also awarded a major mandate from the EU Parliament to conduct a policy study on internal security and intelligence oversight in EU member states.

Similarly, DCAF's relations with the African Union and Economic Community of West African States (ECOWAS) were further developed in 2010. In particular, a Memorandum of Understanding was concluded in August 2010 with the ECOWAS Commission "On Cooperation in Promoting and Assisting the Development of Good Security Sector Governance in West Africa". Significant progress was also achieved towards the formal adoption of the ECOWAS Code of Conduct for Armed Forces and Security Services in West Africa, the drafting of which was strongly supported by DCAF. In 2010, the Centre also formally initiated cooperation with the Southern African Development Community.

More broadly in Africa, several advisory field support missions were conducted by ISSAT, while DCAF's gender programme continued to promote the role of women in security sector transformation on the continent, notably through a regional conference, "Security for All: West Africa's Good Practices on Gender in the Security Sector", and a capacity-building course on gender and SSR at the *Ecole de Maintien de la Paix* in Bamako, Mali.

In Southeast Europe, DCAF continued its work in the areas of regional police and border police cooperation, parliamentary assistance and civil society empowerment. In 2010, special emphasis was placed upon regional police cooperation and the fight against organised crime. DCAF's support to the Police Cooperation Convention for Southeast Europe (PCC) intensified. In May 2010, the PCC Contracting Parties

formally conferred upon DCAF Ljubljana the task of housing and running the Convention's Secretariat.

DCAF, from its field offices in Beirut and Ramallah, as well as its Geneva headquarters, engaged in a wide range of SSR and SSG activities in Lebanon and the Palestinian territories. A number of training and capacity-building programmes were conducted for members of the Palestinian Legislative Council, civil service and police and security services. DCAF also initiated a dialogue with the Lebanese Parliament on its role in overseeing the intelligence agencies and in the reform of civil defence. The Centre also continued to contribute to local and regional SSR initiatives in other countries in the Middle East and North Africa including Algeria, Iran, Iraq, Morocco and Qatar. DCAF opened discussions on SSG issues with several Gulf Cooperation Council countries and Yemen, during 2010.

DCAF has quickly responded to the political changes in the Middle East and North Africa which rocked the region during the opening months of 2011. In 2011, DCAF will continue to explore new opportunities for SSR and SSG programming which have been created by these changes.

DCAF's presence in Asia was significantly strengthened during 2010. The Centre intensified cooperation with the Southeast Asian countries and welcomed Cambodia, the Philippines and Thailand as permanent observers to the Foundation Council; the Philippines are expected to become a full member of the DCAF Foundation in May 2011. In 2010, DCAF successfully concluded the second phase of a two-year programme focusing on regional security governance capacity-building in Indonesia. A wide variety of capacity-building activities were also conducted in Nepal, Bangladesh, Japan, Thailand and the Philippines.

Overall, DCAF completed more than 300 field missions, projects and activities in 2010. This evinces the continuing demand for DCAF's services and the Centre's reputation as a credible international player with expertise and experience across the globe in the areas of SSR and SSG.

In 2010, DCAF not only continued to build on and further develop its traditional areas of activity but also branched out into new fields. Above all, new areas of work included the Centre's support to the Swiss government and the international community's efforts to regulate the private military and security industry. DCAF continued to promote the Montreux Document, in which governments explicitly confirm the applicability of international humanitarian law to private military and security companies (PMSCs). DCAF was also significantly involved in the drafting and promotion of  an International Code of Conduct for Private Security Service Providers (ICoC). The signing of this document on 9 November 2010 in Geneva was one of the most significant events of the year for DCAF. As of mid-April 2011, 94 companies have signed the Code, representing more than 90 % of internationally active PMSCs. Upon the request of the Swiss government, DCAF will continue to actively support the development of an effective implementation mechanism for the Code.

Similarly, DCAF has been instrumental in creating, together with the parliaments of Germany and Austria, an informal association of the world's ombudsmen and inspector-generals for security sector personnel. In 2011, DCAF will develop a handbook and an accompanying website on this subject, bringing together different approaches to this issue and a list of best practices.

New ground was also broken with the publication of *Governing the Bomb: Civilian Control and Democratic Accountability of Nuclear Weapons* followed by a workshop for parliamentarians on the role of parliaments in arms control, disarmament and non-proliferation of weapons of mass destruction

At a more fundamental level, in 2010 DCAF set in motion a reflection process to consider what the future holds in store for SSR and SSG practitioners. The project, entitled *Horizon 2015*, has led to a series of publications on the key issues confronting a globalised world – from cyber crime to the expansion of the private military and security industry, from private-public partnerships to the evolving role of armed non-state actors, from the growing need for international cooperation in SSR and SSG to the respective problems posed by climate change and a rapidly evolving strategic, political, technological and economic environment. The objective of this project is to trigger debate, allowing practitioners to promptly identify the manifold challenges that are certain to have a major impact on the practice of SSR and SSG in the future.

The year 2010 saw DCAF's online presence continue to grow. In October 2010, DCAF's website (www.dcaf.ch) was relaunched after comprehensive redesign undertaken during 2009-10. The year also saw the launch of the DCAF ISSAT website (http://issat.dcaf.ch) and ISSAT's community of practice – an online service which allows SSR practitioners to interact, collaborate, share information and receive answers to operational questions. In addition, DCAF launched a dedicated website on the ICoC (www.icoc-psp.org) which outlines the content of the Code and provides information related to the process behind it.

In 2010, DCAF's budget surpassed the 30 million Swiss franc mark for the first time. The number of donor countries and organisations has, again, continued to increase. DCAF would like to acknowledge the generous assistance it received during 2010 from 25 countries and 5 multilateral institutions (these donors can be found on pages 75-76). Structurally, DCAF has seen the lion's share of its Swiss funding (some 45 % of DCAF's total revenue in 2010) move, as a result of a government reform, from the Swiss Ministry of Defence to the Swiss Ministry of Foreign Affairs. The Swiss Ministry of Defence remains nevertheless an important donor, providing substantial project-specific funding.

During 2010, a thorough evaluation of DCAF's strategic approach, programmes and impact on the ground was conducted by an external expert working on the behalf of the Swiss government and the DCAF Foundation Council. Overall, the

expert's report was highly positive; yet, as always, DCAF will continue to strive to improve its performance based on the recommendations of this appraisal and other internal evaluation processes.

In sum, DCAF is entering the second decade of its existence as an institution that is internationally recognised, respected and poised to master the challenges of the future. The consistently high quality of DCAF's work has been, and will remain the single most crucial factor in ensuring it retains the trust of its members, its partners, and the international community. DCAF is determined to keep it that way.

# *Cooperation with International Organisations*

## *United Nations*

DCAF has fostered a close relationship with the United Nations (UN) since the Centre was established in 2000. A significant area of activity in 2010 has been the cooperation with the UN Inter-Agency Security Sector Reform Task Force (IASSRTF) in the development of interim **technical guidance notes**. These guidance notes are intended to support a coherent system-wide approach to Security Sector Reform (SSR), and, in particular, to assist UN field and headquarters personnel in delivering SSR support. DCAF has produced four of the notes currently being developed under the auspices of the IASSRTF:

- *National Security Policies and Strategies* (led by the UN Department of Peacekeeping Operations – DPKO). This guidance note is based on case studies on the UN's role in supporting the development of national security policies and strategies in the Central African Republic, Liberia, Sierra Leone and Timor-Leste. It sets out UN standards in this area and outlines practical steps to guide UN support.

- *SSR and Peace Processes* (led by the UN Department of Political Affairs – DPA). This guidance note examines the entry points, strategies, opportunities and constraints for addressing SSR in formal and informal peace processes across the pre-negotiation, negotiation, peace agreement drafting and implementation phases. The note is based on case studies on UN's role in supporting peace processes in El Salvador and Guinea Bissau. Further case studies are planned for 2011.

- *Democratic Governance of Security Institutions* (led by the UN Development Programme – UNDP). The guidance note draws upon DCAF's previous work with UNDP on democratic governance of the security sector in the Pacific. The note is based on case studies on Bangladesh, the Central African Republic, Guinea Bissau and Kosovo.

- *Gender and SSR* (led by the UN Development Fund for Women – UNIFEM, currently part of UN Women). The guidance note draws upon the vast experience of DCAF's Gender and SSR Programme, as well as two case studies that examine the UN's approach to gender and SSR in Timor-Leste and Sudan.

In 2010, the UN continued to be the primary beneficiary of DCAF ISSAT's work in the area of developing and improving the **delivery of multilateral SSR capacity**. Examples of ISSAT's engagement with the UN include assisting DPA in the aforementioned review of the SSR components of the peace processes in both El Salvador and Guinea-Bissau; supporting DPKO to undertake a capacity needs assessment of key requirements for UN policing deployments, and conducting a series of SSR sensitisation workshops in Austria, Kosovo and Switzerland. Other activities have involved engagement with the UN Office for West Africa (UNOWA), UNDP, UN Police (UNPOL), UN Institute for Training and Research (UNITAR) and DPKO's Rule of Law unit.

Building on the process initiated by Slovakia during its Presidency of the UN Security Council in 2007, DCAF has supported the Slovak government in the organisation of a series of **regional workshops.** These workshops explored how perspectives and experiences from different regions of the world can feed into the UN approach to SSR. In 2010, DCAF supported the third workshop in this series on "The Role of the United Nations in Multidimensional Peacekeeping Operations and Post-Conflict Peacebuilding: Towards an ASEAN Perspective" held in Jakarta, Indonesia, in March.[1] The co-chairs' statement – which was registered as an official UN document – contained recommendations for moving forward the partnership between the UN and ASEAN member states on peacekeeping and peacebuilding issues.

In 2010, DCAF completed a compilation of **good practices on intelligence agencies and their oversight** for the UN Special Rapporteur on the promotion and protection of human rights while countering terrorism. The compilation – mandated by a Human Rights Council resolution in 2009 – was presented to the UN Human Rights Council in June 2010. It outlines 35 good practices designed to promote respect for human rights and the rule of law by intelligence agencies. The practices are based on laws, jurisprudence, and the findings of parliamentary inquiries from more than 60 states around the world. In collaboration with the United Nations Office of the High Commissioner for Human Rights, DCAF also coordinated a multi-stakeholder consultation process which provided input for the compilation.

In 2010, DCAF also continued to offer advisory services to the **United Nations Working Group on the Use of Mercenaries**, providing feedback on the Human Rights' Council's decision to establish an intergovernmental working group with the mandate to elaborate an international regulatory framework on the regulation, monitoring and oversight of the impact of the activities of private military and security companies on the enjoyment of human rights.

In February 2010, UNDP Pacific Centre and Pacific Islands Forum Secretariat launched the study *Enhancing Security Sector Governance in the Pacific Region*[2] in the Solomon Islands. The report, with two DCAF authors, was the first of its kind,

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[1]     Previous regional workshops have taken place, with support from DCAF, in Cape Town, South Africa, in November 2007, and in Buenos Aires, Argentina, in September 2009.
[2]     Available at http://www.undp.org/cpr/documents/jssr/ssg_pacific.pdf

focusing on security sector governance needs in the Pacific region and mapping the key security sector reform challenges facing Pacific Island countries. Designed to serve as a resource tool for stakeholders building new transparency and oversight mechanisms in the region, the report also outlines the key concepts and good practices associated with effective democratic governance of the security sector. This study was the latest step in a partnership between UNDP and DCAF, which has been promoting SSR and SSG in the Pacific region since 2008.

In the area of **gender and SSR**, DCAF participated in a wide range of events to mark the tenth anniversary of UN Security Council Resolution (UNSCR) 1325 on women, peace and security. Responding to the high level of interest on UNSCR 1325 and its companion resolutions 1820, 1888 and 1889, DCAF published the latest tool in its *Gender and SSR Toolkit*, Tool 13, *Implementing the Women, Peace and Security Resolutions in SSR*.[3] Co-funded by UNIFEM, this publication was widely promoted the with launch events in Geneva and New York. DCAF was also actively involved in the UNIFEM-led review of the proposed indicators on the implementation of UNSCR 1325. Finally, DCAF provided substantial input to the draft report of the UN Secretary-General on Women and Peacebuilding, released in 2010.[4]

In 2010, DCAF and the UN Office at Geneva (UNOG) continued their well-established series of **joint annual events** aimed at raising awareness regarding the complexities and challenges of SSR among the Geneva-based diplomatic community. In September 2010, a high-level panel discussion on "Women, Peace and Security: from Resolution to Action" was held to mark the tenth anniversary of UN Security Council Resolution 1325 (UNSCR 1325), which calls for increased participation of women in the promotion of peace and security, for the prevention of sexual violence, and the protection of women from violence in conflict. The event offered a timely opportunity to focus once again on the important role of women in conflict prevention, conflict resolution and peacebuilding. A number of prominent politicians, diplomats and civil society activists took part in the event. Keynote speakers included Federal Councillor and Swiss Minister of Foreign Affairs, Micheline Calmy-Rey, and the United Nations High Commissioner for Human Rights, Navi Pillay. The Belgian Presidency of the Council of the European Union also participated as co-organiser of the panel discussion.

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[3]    Available from www.dcaf.ch/publications
[4]    The final report, *Women's Participation in Peacebuilding: Report of the Secretary-General*,
       A/65/354-S/2010/466,  is available from http://www.un.org/Docs/sc/sgrep10.htm

# *European Union*

In 2010, DCAF galvanised its strategic operational relationship with the European Union (EU).

The EU engages in SSR as part of its **pre-accession assistance, development cooperation, conflict prevention and crisis management support**. Efforts to develop a common, coherent and comprehensive approach to SSR began in 2006 with the release of an overarching policy framework for SSR which brought together instruments across several EU policy areas and bridged the fields of security and development.

All **EU member states** are members of the DCAF Foundation Council. DCAF also benefits from secondments from EU members and a significant proportion of DCAF's activities receive financial or in-kind support from EU member states. With regards to the development of the EU's approach to SSR, DCAF has supported a number of EU Presidencies in advancing this agenda.

DCAF continues to deepen its cooperation with the **EU Parliament** by regularly providing experts to relevant parliamentary committee meetings, including, for example, advising the Security and Defence Committee on the regulation of private military and security companies.

In October 2010, in partnership with the European University Institute – Florence (EUI), DCAF was awarded an important mandate from the EU Parliament to conduct a study on the *Parliamentary Oversight of Security and Intelligence Agencies in relevant EU Member States and other Major Democracies*. This study was commissioned to consider the impact of the Treaty of Lisbon, which grants the EU Parliament new opportunities to scrutinise the justice and home affairs departments and security agencies of EU member states. The DCAF-EUI study will include in-depth comparative analysis of oversight at the national level and, on this basis, it will propose a series of recommendations on how the EU Parliament can strengthen its oversight role in this area.

At an operational level, multiple services were delivered to the EU through DCAF's ISSAT, which includes, in particular, providing – on behalf of the EU – a justice advisor to a security and justice sector assessment and supporting the design of an **EU justice reform programme in Guinea**. ISSAT also provided advice to the European Commission (EC) Reference Group, established to oversee the evaluation of all EC SSR activities undertaken between 2001-09.

DCAF continued its cooperation with the **EU's border security service** (FRONTEX) and field missions in the Western Balkans, notably the EU Border Assistance Mission to Moldova and Ukraine (EUBAM).

## Cooperation with International Organisations

In the area of **gender and SSR**, DCAF facilitated a number training events on gender mainstreaming in EU programming in the field, and specifically in the framework of the comprehensive approach to the EU implementation of the United Nations Security Council Resolutions 1325 and 1820 on women, peace and security. DCAF supported the Belgian Presidency of the Council of the EU in the organisation of a series of high level consultations on the occasion of the tenth anniversary of UNSCR 1325. The Centre also participated in the development of standard training elements on gender and human rights in the context of EU Common Security and Defence Policy (CSDP) missions and operations.

# NATO and NATO Parliamentary Assembly

DCAF built upon existing ties to the North Atlantic Treaty Organization (NATO) and the NATO Parliamentary Assembly (NATO-PA) during 2010.

Pursuing cooperation with the NATO-PA, DCAF contributed to three **Rose-Roth seminars** organised during 2010, which allow the meeting and exchange of ideas between MPs from Eastern and Western Europe and Northern America.

In **Ukraine**, DCAF continued to liaise and cooperate with the NATO Directorate for Policy and Planning on democratic governance programming issues, mainly through cooperation via the NATO Joint Working Group on Defence Reform (see p. 26)

During 2010, as a product of DCAF's cooperation with the NATO Integrity Building Working Group, a compendium of best practices in *Building Integrity and Reducing Corruption in Defence* was published in English, Russian and Ukrainian.[5] The Compendium, designed as a practical resource for training, identifies corruption risks and vulnerabilities in defence and the roles of various actors, including parliaments, governments, ombudsman institutions, the media and the defence industry, in fighting corruption and improving transparency in defence.

In February 2010, the DCAF-chaired SSR Working Group of the NATO Partnership for Peace (PfP) Consortium of Defence Academies and Security Studies Institutes introduced the issue of **gender and SSR** to a NATO / PfP audience for the first time. The workshop provided a platform for 35 senior representatives of security sector institutions and experts on education and gender to exchange best practices and lessons learned, and discuss collaboration between the different working groups of the Consortium in mainstreaming gender and SSR.

In 2010, DCAF reviewed the gender components of the Professional Military Education curriculum drafted by the Education Development Working Group of the PfP Consortium and assisted the NATO Committee on Gender Perspectives in the drafting of standards for pre-deployment gender training for NATO troops.

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

# *Economic Community of West African States*

DCAF further developed the strategic cooperation established with the Economic Community of West African States (ECOWAS) on democratic governance programming issues in the West African region in 2010.

In 2010, DCAF signed a Memorandum of Understanding with the ECOWAS Commission formalising long-term cooperation on promoting and assisting the development of democratic security sector governance in ECOWAS member states. DCAF also continued to support the ECOWAS Commission in the development of an **ECOWAS security sector governance concept** within the ECOWAS Conflict Prevention Framework. In particular, DCAF substantively contributed to the review, finalisation and harmonisation of contributions to the Draft ECOWAS Regional Framework for Security Sector Governance / Security Sector Reform and Plan of Action.

Throughout the year, DCAF lobbied for the final adoption of the ECOWAS Draft Supplementary Act relating to a **Code of Conduct for Armed Forces and Security Services in West Africa** (The Code). The Code represents a major contribution to standard-setting in the area of security sector governance in West Africa. It provides a normative framework for reinforcing democracy, the rule of law and respect for human rights in the region. Furthermore, the Code puts forward a framework for restructuring civil-military relations in ECOWAS member states. Once adopted, the Code will be incorporated into the ECOWAS Revised Treaty, making it part of the core regional security framework of ECOWAS. DCAF also supported national initiatives in ECOWAS states which aimed at promoting the norms and standards of SSG contained in the Code (see p. 28). These efforts seek to ensure that the Code's contents permeate all levels of the security sector in ECOWAS states.

In partnership with the ECOWAS Parliament, DCAF worked towards the finalisation of a *Guide for West African Parliamentarians on Parliamentary Oversight of the Security Sector*. The Guide was produced in close consultation with the members of the Committees on Political Affairs, Peace and Security, and Legal and Judicial Affairs of the ECOWAS Parliament. The Guide was unanimously approved at the ECOWAS Parliament plenary session in September 2010 and will be published in 2011.

In June 2010, DCAF, in partnership with the ECOWAS Gender Development Centre, UNOWA, the Mano River Women's Peace Network and the Alliance for Migration, Leadership and Development organised a conference in Saly, Senegal, on "Security for All: West Africa's Good Practices on Gender in the Security Sector". This working-level conference was the first of its kind, convening over 70 gender

and security experts from across West Africa, including representatives of the armed forces, police, prisons and justice system; civil society and governments; as well as the UN, and other international and regional organisations. DCAF compiled and published a report on this conference, which is available in English and French.

In order to fill the knowledge gap on **gender and SSR** issues in West Africa, DCAF undertook an extensive gender survey of security sector institutions in ECOWAS countries. Working with local researchers in each of the 15 ECOWAS member states, DCAF compiled baseline data on the current level of integration of gender issues into the police services, armed forces, gendarmerie, justice system and penal services. This comprehensive publication, including never-before-compiled information, will be released in 2011.

# *Regional Cooperation*

## *Southeast Europe*

During 2010, DCAF's activities in Southeast Europe focused on regional police and border police cooperation, parliamentary assistance and civil society empowerment.

### *Police Programme*

During 2010, DCAF continued to support the implementation of the **Police Cooperation Convention for Southeast Europe (PCC)**, signed in Vienna in 2006. The Convention commits states parties to developing a range of measures to bring them into closer alignment with European Union (EU) standards and practices of police cooperation. The Convention has been ratified by Albania, Bosnia and Herzegovina, Bulgaria, Macedonia,[6] Moldova, Montenegro, Romania and Serbia. Additional states have initiated the accession process.

At their 2010 meeting in Sofia, Bulgaria, the Ministers of Interior and Security of the states parties formally conferred upon DCAF Ljubljana the task of housing and running the **PCC Secretariat**, thus reiterating their commitment to an effective implementation process and guaranteeing the allocation of the necessary financial and human resources. Priority issues in 2010 were the adoption of a roadmap for implementation of the PCC, data protection and a strategy for harmonising training on Convention-related matters.

In addition, a 12-month capacity-building programme which focused on assisting states parties to establish joint investigation teams was conducted under an EU mandate. DCAF also drafted a checklist on the forgery of official documents, standard operating procedures for the investigation of counterfeit travel documents, and a report on organisational structures and competencies of national investigation authorities. In 2011, the states parties to the PCC mandated DCAF to participate in the "post-visa liberalisation monitoring mechanism", established by the European Commission.

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

## *Regional Cooperation*

Throughout 2010, DCAF continued to actively support the institutional development of the **Southeast European Police Chiefs' Association** (SEPCA), which brings together chiefs of police from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Montenegro, Romania and Serbia. This support included expert consultancies to SEPCA, and assistance in the coordination of regional projects. The Centre also assisted in the formation and capacity development of the Southeast Europe Women Police Officers' Network.

DCAF's **police anti-corruption project** advanced greatly during 2010. The *Anti-Corruption Toolkit,* an outcome of this project, will address all relevant elements which must be considered by police organisations when developing structures, instruments and procedures to address corruption. Unlike currently available tools, DCAF's Toolkit focuses on the entire police organisation, and proposes a comprehensive approach to reducing weaknesses and vulnerabilities which may result in corruption. While relevant to all police forces, the Toolkit, to be published in 2011, will draw upon examples from the Western Balkans.

To further address important practical issues faced by police on a daily basis, DCAF, in collaboration with the Institute of Forensic Sciences at the University of Lausanne, commenced research for a manual on operational and managerial **police decision-making**. The Manual, entitled *Police Decision-Making,* outlines the phases of decision-making processes in the police environment, and aims to suggest how such decision-making can be made more efficient.  The Manual will be published in 2011 and piloted in the Western Balkans, before being released to a wider audience.

### *Border Security Programme*

In 2010, DCAF's Border Security Programme for Southeast Europe remained one of the Centre's key areas of activity in the region. Since 2002, DCAF has been assisting the counties of the Western Balkans to move from Defence Ministry-led border security structures towards modern, EU-compatible Ministry of the Interior-led border security organisations which cooperate closely with each other. With support from DCAF, these states have made significant progress towards efficient integrated border management. DCAF's Border Security Programme is seen by both the countries of the region and the EU as a crucial component in establishing a regionally interlinked system of integrated border management structures in Southeast Europe.

The Programme is closely linked with DCAF's work with the PCC and directed by **annual conferences of the Ministers of the Interior** of Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia. These meetings bring together relevant actors from the region and beyond – including neighbouring and donor countries, the European Union and its specialised missions in the region, the EU's border security organisation (FRONTEX), Europol and the Organization for Security and Cooperation in Europe (OSCE). The eighth Ministerial Meeting took

place, jointly organised by DCAF and Albania, in Tirana in March, 2010. The ninth meeting was held, on the joint invitation of DCAF and Slovenia, in Ljubljana, from 28 February to 1 March, 2011. Both meetings resulted in Ministerial declarations which outline the next steps in the programme's development, as well as several specific cooperation agreements between DCAF and its partners, and between the countries themselves.

During 2010, DCAF provided advice on the drafting of various regulations and laws. As a result, Montenegro adopted a *Regulation on Conducting Border Surveillance*, and Macedonia considered a *Draft Law on Border Control,* which is expected to be finalised in 2011. Macedonia and Serbia concluded a *Protocol on the Establishment of Common Border Crossing Points*.

In 2010, DCAF organised more than **30 workshops, seminars and expert meetings** that brought together border security officials from the region. These activities were structured into five main working groups: 1) Legal Reform; 2) Risk Analysis, Intelligence and Criminal Investigation; 3) Logistical Support; 4) Leadership and Management; and 5) Education and Training. A sixth working group, on European integration, was added to the programme in 2010.

The Programme also continued to offer **two major courses for border security officials** – one for Regional commanders, the other for Station commanders. These courses combine online distance study, traditional classroom learning and hands-on field training. These courses have attracted significant attention from FRONTEX, which is interested in using them to train staff in EU member states. A partnership arrangement between the EU and DCAF was concluded to this effect in early 2011. DCAF, in partnership with the EU Border Assistance Mission to Moldova and Ukraine (EUBAM), has begun to develop a specific course for Moldovan border security staff.

## *Parliamentary Staff Advisers Programme*

The DCAF Parliamentary Staff Advisers Programme supports parliaments to strengthen in-house expertise on security and defence. The programme trains staff of parliamentary defence and security committees in order to enhance their capacity to provide expert advice to parliamentarians overseeing the security sector. As a regional programme, DCAF facilitates the strengthening of links among parliaments, stimulates the exchange of experience and information, and contributes to the harmonisation of security sector governance practices across Southeast Europe.

In 2010, the programme engaged **ten parliamentary staff advisers active in eight parliaments** in Southeast Europe: Bosnia and Herzegovina, Bulgaria, Kosovo, Macedonia, Moldova, Montenegro, Romania and Serbia. During the course of the

year, DCAF organised training events for this group, which aimed to increase the staff advisers' policy research and policy paper-writing skills, public speaking skills and to foster dialogue within the group on regional security challenges.

DCAF sponsored Parliamentary Staff Advisers salaries between 2004 and 2010, when most of the parliaments in the region transformed positions originally funded by DCAF into permanent adviser positions, funded from their own parliamentary budgets. This trend confirms that in-house expertise on security and defence has become an essential component of parliamentary work and practices in Southeast Europe.

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

2010 was the second year of the DCAF – Belgrade Centre for Security Policy (BCSP) joint project "Civil Society Capacity-Building to Map and Monitor Security Sector Reform in the Western Balkans". The project seeks to build the capacity of civil society organisations to map, oversee and evaluate SSR processes, and to contribute to the consolidation of democratic security governance in the region by supporting an independent and evidence-based evaluation of the process of security sector reform.

The project comprises a capacity-building component and a research component. The project is implemented by a consortium of civil society organisations including the Institute for Democracy and Mediation in Tirana, the Centre for Security Studies in Sarajevo, the Institute for International Relations in Zagreb, Analytica in Skopje, Centre for Democracy and Human Rights in Podgorica, and Kosovo Centre for Security Studies in Pristina. A series of eight papers measuring SSR progress is currently in process of being completed.

## Human Rights and Armed Forces Programme

In 2008, DCAF and the OSCE Office for Democratic Institutions and Human Rights (ODIHR) co-authored the *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*.[7] Since then, DCAF, in partnership with the OSCE ODIHR, has translated the Handbook into eight languages and developed an advocacy platform with the aim of introducing the Handbook to wide range of governmental and non-governmental actors who speak these languages. During 2010, such events were held in Belgrade, and Tirana; several more are planned for 2011.

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[7]     Available from www.dcaf.ch/publications

The objective of these advocacy platform events is to provide an opportunity for government, lawmakers and non-government actors to discuss topics covered in the Handbook. These topics include promoting civil, political and socio-economic rights of armed forces personnel, non-discrimination, the rights of ethnic and linguistic minorities in the armed forces, the right to freedom of association and the issue of military justice and ombudsman institutions. These events have been hosted in partnership with parliamentary defence and security committees, with participation from ministries of defence, interior, and labour, members of parliament, academia, human rights organisations and the media. Each event is tailored to cover chosen topics that were relevant and timely for each national context.

### *Young Faces Network*

DCAF's Young Faces Network brings together young professionals, scholars, journalists, civil society members and government officials from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania and Serbia, and gives them the opportunity to meet and debate contemporary issues in global and regional security. The objectives of the programme are to build the knowledge of junior security officials and strengthen links between young officials at a similar level throughout the region. In 2010, two capacity-building events were held in Brussels and Ljubljana focusing on "Peace Support Operations and the European Union". The events aimed to enhance the young professionals' policy research and policy paper-writing skills, while also increasing their negotiation skills through an interactive simulation exercise on decision-making in EU operations.

### *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 2010. This assistance focused primarily on 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). DCAF also supported a research study conducted by IDM on gender and police.

In addition, ISSAT assisted the Swedish government in the design of a three-year programme on community policing in Albania – a multi-stage process which included an assessment, programme design, and the establishment of a monitoring plan.

## *Regional Cooperation*

In **Bosnia and Herzegovina**, DCAF participated in several workshops and seminars organised by the Peace Support Operations Training Center in Sarajevo, addressing topics such as defence institution building, and women, peace and security.

In May, in Sarajevo, DCAF facilitated a discussion under the framework of the EUFOR Althea conference on the occasion of the tenth anniversary of United Nations Security Council Resolution (UNSCR) 1325. The event provided a platform for representatives from NATO, the EU, UNIFEM, OSCE, the Bosnian armed forces, police and civil society organisations to discuss some of the challenges and lessons learnt from integrating gender considerations into military missions.

Working with local partners The Atlantic Initiative and *Žene Ženama*, DCAF completed a gender and SSR assessment in Bosnia and Herzegovina which was presented at an introductory roundtable in Sarajevo with high-level representatives from the Ministries of Defence, Justice, and Security.

DCAF also provided support to the newly established office of the Parliamentary Military Commissioner for Human Rights.

In **Moldova**, DCAF worked closely with the Parliamentary Committee on National Security, Defence and Public Order Committee throughout 2010. DCAF conducted a number of fact-finding missions to determine the role of parliament in overseeing the Moldovan security sector and organised a series of interconnected roundtables and seminars for the Committee on this issue. DCAF has established a partnership with the Institute for Public Policy, a Chisinau-based think tank, in order to implement this programme.

DCAF's work in Moldova has also included providing advice and recommendations to the Ministry of Internal Affairs (MIA) on topics such as the development of an internal reform strategy within the MIA. The Centre was also requested to provide recommendations to the MIA on integrated border management. As a result, DCAF, with support from EUBAM, presented a Vision for the Future report along with a set of recommendations to the Government of Moldova. The Report focused on challenges and actors in the field of border security as well as outlining options for further assistance. DCAF is a permanent member of the Moldovan MIA International Donor Coordination group.

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

In June 2010, DCAF took part in the Cetinje Parliamentary Forum, organised on the occasion of the tenth anniversary of UNSCR 1325, with parliamentarians from Albania, Bosnia, Croatia, Serbia and Slovenia, leading academics, and representatives from the OSCE, UNIFEM, UNDP and NATO. Items discussed included a formal regional network of women members of parliament, a regional body mandated to monitor the implementation of UNSCR 1325 and cooperation between the different gender equality parliamentary committees under the auspices of the Forum.

DCAF also provided policy advice on public information strategies related to defence reform and Euro-Atlantic integration to the Government of Montenegro.

In **Serbia**, DCAF continued its support for the National Assembly of Serbia. DCAF organised a workshop with MPs and international experts in order to redraft the Rules of Procedure of the National Assembly which concern the structure of the National Security Committee and the issue of intelligence oversight. As a result of DCAF's input, a new Committee on Intelligence Oversight was created and the operation of the existing National Security Committee was brought into line with international best practices. The redrafted rules of procedure were subsequently formally adopted.

As part of DCAF's ongoing partnership with OSCE's capacity-building programme for Serbian MPs, DCAF organised several expert consultations for groups of Serbian parliamentarians.

During 2010, DCAF developed its relationship with the Serbian Ministry of the Interior and, in March 2011, commenced a 28-month programme designed to build the Ministry's strategic management capabilities. ISSAT prepared an analytical desk study on police reform in Serbia. Additionally, the Serbian Ministry of the Interior seconded a senior police official to DCAF Ljubljana with the task of contributing to the implementation of the PCC.

Cooperation with Serbian civil society organisations (CSOs) assumed new forms. In partnership with the OSCE, DCAF coordinated a research project with three Belgrade-based institutes dealing with the reform of Serbian police. With the Atlantic Council of Serbia, DCAF organised a series of awareness-raising workshops for government officials and security providers, followed by televised roundtables in four major cities on the "Democratic Civilian Control of the Security Sector in Serbia".

In 2010 and early 2011, DCAF provided support to the "Mapping and Monitoring of Security Sector Reform in Serbia" project carried by the BCSP. The project contributes to democratic consolidation of security governance in Serbia through an independent and evidence-based evaluation of the process of security sector reform which has been ongoing since 2008.

In the area of gender mainstreaming, DCAF with its partners, the BCSP, and the Belgrade Fund for Political Excellence, conducted an assessment of the integration of gender issues into the Serbian security sector. The objective of the assessment was to gather information on the status of gender mainstreaming in order to enhance stakeholder support for future initiatives in this area. The final assessment report was officially launched in September 2010 at the Serbian National Assembly. The report received extensive media coverage, further contributing to the realisation of its awareness-raising objective.

In December 2010, as a response to gaps identified in the assessment, DCAF initiated a capacity-building project with the gender equality institutions of the Serbian government, beginning with an extraordinary session on women, peace and security of the Gender Equality Council, which established a sub-working group to exclusively deal with gender and security.

To build on its activities on gender and SSR in the Western Balkans, DCAF supported the translation and publication of research on gender equality by the Serbian Ministry of Defence's Strategic Research Institute.

In **Kosovo,** DCAF provided support to national and international stakeholders by promoting standards of good security sector governance. In 2010, emphasis was placed on strengthening the Kosovo Assembly's capacities to oversee the various components of the security sector. In addition, ISSAT undertook a mission to identify the programming needs of the Kosovar judicial and police sectors.

## *Newly Independent States*

During 2010, the majority of DCAF's programming in Newly Independent States were focused on Ukraine. Activities were also conducted in Armenia, Belarus, Georgia and Turkmenistan.

DCAF continued its democratic oversight capacity-building programming in **Ukraine**, now in its eighth year, with its key local partners, the Defence and Security Committee of the Ukrainian Parliament, the Ministry of Defence of Ukraine, as well as the NATO Joint Working Group on Defence Reform (JWGDR) and the NATO Liaison Office Ukraine.

Together with the Policy and Planning team of the Ukrainian Ministry of Defence (MoD), DCAF ran the "Expert Twinning" programme, which has trained groups of ministry staff over the last five years. Several events were held during which MoD staff were assisted in developing tools for use in implementing ongoing defence reform initiatives with a special focus on the international experience of strategic

defence review processes. These activities also supported the objectives of the JWGDR Programme for Professional Development.

In parallel, defence management programming included the launch of *Building Integrity and Reducing Corruption in Defence*[8] in local languages. Finally, DCAF continued to support the Ukrainian intelligence service (SBU) in its reform efforts, including facilitating the SBU's participation at the third "International Conference on Promotion of Democratic Values and Compliance with Human Rights in the Activities of Special Services" in Kyiv in April and a follow-up event in November 2010.

In June 2010, DCAF participated in a NATO Public Diplomacy Division – Euro-Atlantic Partnership Council Seminar in Yerevan, **Armenia** on "Improving Public Perceptions on NATO Operations and Security / Defence Sector Reform". Participants discussed security governance issues in NATO partner states.

In **Belarus,** DCAF supported events to prepare for Belarus' presidency of the Collective Security Treaty Organisation (CSTO) in 2011. In cooperation with the Belarusian State University in Minsk, DCAF conducted a study on the history and political and military dimensions of the CSTO. This study was launched in October 2010 at a conference on the role of the CSTO, held in Minsk. This event was organised as a follow-up to a fact-finding mission conducted by DCAF in 2009. Participants included high-ranking representatives of the CSTO Secretariat and the Belarus Security Council.

In June 2010, DCAF participated in a "Roundtable on Human Rights and Military Discipline" organised by the OSCE ODIHR and the Association Justice and Liberty in Tbilisi, **Georgia**. The event served to promote the Georgian and Russian language versions of the ODIHR–DCAF *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*. A similar event was held in Ashgabat, **Turkmenistan**.

## *Africa*

Africa took a prominent place in DCAF's activities in 2010. The DCAF Foundation expanded with the addition of **Burundi** as its 55th member state. **Botswana**, **Ghana** and **Senegal** have expressed their intent to join DCAF's Foundation Council in 2011.

In 2010, DCAF developed its relationship with the **African Union**'s (AU) Peace and Security Department. In May 2010, DCAF and other partners, including the African Security Sector Network and the UN, contributed to a workshop organised by the AU on the development of a continental SSR policy.

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[8]  Available from www.dcaf.ch/publications

## *Regional Cooperation*

In **Southern Africa**, DCAF initiated a dialogue with the South African Development Community (SADC) on how to contribute to the development of democratic institutions and practices in the SADC region. In particular, DCAF has engaged in discussions with the SADC Parliamentary Forum on cooperation opportunities in the field of parliamentary capacity development in SADC member states.

In partnership with the Southern African Defence and Security Management Network (SADSEM), DCAF organised a two-day workshop on the governance of the security sector in **Botswana**. The objectives of this event were to identify entry points to support SSR / SSG initiatives in the region and discuss how to further develop a long-term partnership between DCAF and SADSEM. In March 2010, DCAF and SADSEM signed a Memorandum of Understanding to formalise cooperation in the areas of policy research, training and operational activities in Southern Africa.

In **West Africa**, DCAF continued to further develop the strategic cooperation established with the **Economic Community of West African States** (ECOWAS) on democratic governance programming in the West African region.

Throughout the year, DCAF lobbied for the adoption of the ECOWAS Draft Supplementary Act relating to a **Code of Conduct for Armed Forces and Security Services in West Africa** (The Code). The Code constitutes a major contribution to standard-setting in the area of security sector governance in West Africa. It 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 region. Once adopted, the Code will be part of the core regional security framework of ECOWAS as part of the ECOWAS Revised Treaty.

DCAF continues to support national initiatives for the promotion of the democratic norms and standards of behaviour applicable to armed forces and security services contained in the Code. In partnership with the ministries of defence and internal security of **Burkina Faso**, DCAF facilitated the development and implementation of a plan of action for the dissemination of the principles and best practices contained in the Code. In November 2010, DCAF contributed to two high-level familiarisation seminars on the Code and two "train-the-trainers" workshops. These events saw the participation of high-level representatives and participants from various ministries and security services. They will be followed by a series of local training and implementation seminars throughout the country during 2011.

In 2010, DCAF also continued to support the ECOWAS Commission in the development of an ECOWAS security sector governance concept within the ECOWAS Conflict Prevention Framework. In particular, DCAF substantively contributed to the review, finalisation and harmonisation of contributions to the Draft ECOWAS Regional Framework for Security Sector Governance / Security Sector Reform and Plan of Action.

In August, DCAF signed a Memorandum of Understanding with the ECOWAS Commission formalising long-term cooperation on promoting and assisting the development of democratic security sector governance in ECOWAS member states.

In the area of parliamentary oversight capacity development, DCAF, in partnership with the ECOWAS Parliament, worked towards the finalisation of a *Guide for West African Parliamentarians on Parliamentary Oversight of the Security Sector in West Africa*. In April and June 2010, DCAF organised two workshops for members of the Committees on Political Affairs, Peace and Security and Legal and Judicial Affairs of the ECOWAS Parliament to revise in detail and make substantial comments and recommendations on the ECOWAS Parliament – DCAF Guide. The final draft of the Guide was unanimously approved at the ECOWAS Parliament Plenary Session in September 2010 and will be published in 2011.

Other parliamentary capacity-building events included a workshop in Dakar in June 2010 on security challenges in the ECOWAS region, security sector governance and the role of parliaments. Participants consisted of parliamentarians, members of the executive, armed forces and security services personnel, and representatives of civil society from francophone ECOWAS member states.

In September 2010, DCAF organised a regional seminar in partnership with the Inter-Parliamentary Union, the National Assembly of Senegal and the ECOWAS Parliament on parliamentary oversight of the security sector in West Africa. This event focused on principles of parliamentary oversight and how they apply to the context of West Africa. Topics discussed included parliamentary ethical standards, gender integration, effective parliamentary committees and security budgetary oversight.

In 2010, DCAF continued its policy research project on security sector governance in **Francophone West Africa**. As part of this initiative, a workshop co-organised with the African Security Sector Network and in partnership with the United Nations Office for West Africa (UNOWA) took place during February in Dakar, Senegal. The event addressed the security sector governance challenges in four very different contexts: Burkina Faso, Côte d'Ivoire, Guinea and Senegal. This initiative identified future entry points for SSR in West Africa.

In cooperation with the Moroccan Study Center for Human Rights and Democracy (CEDHD), DCAF organised a two-day regional conference on "Integrating Human Security into National Security Policies in North-West Africa". Participants included former ministers, high-ranking officers of security forces, academics and representatives of civil society from Algeria, Burkina Faso, Mali, Mauritania, Morocco and Senegal.

## Regional Cooperation

Africa was the focus of the majority of **ISSAT**'s activities in 2010. These activities included continuing to support the redesign of the Swiss SSR programme in **Southern Sudan** and mentoring the Netherlands' strategic advisors in **Burundi**. ISSAT supported the UK in the review of the Department for International Development's (DFID) Security Sector Accountability and Police Reform Programme (SSAPR) in the **Democratic Republic of the Congo** (DRC). The team will review progress on an annual basis for the whole programme over the next three years, and will undertake a supplementary review for the Police Support Programme element of the SSAPR after six months. ISSAT also supported DFID to review progress in its Security Sector Development and Transformation programme in Southern Sudan.

On behalf of the UN, ISSAT carried out country reviews on security sector governance in **Guinea Bissau**, and other SSR-related components of the peace process in the country. The outputs of these reviews will be used to develop technical guidance notes for the UN's Inter-Agency SSR Taskforce (see p. 12). ISSAT also supported ECOWAS in conducting a joint ECOWAS/UN/EU assessment of the security sector in **Guinea** and ran SSR training for the Netherlands in the **DRC**, the UK in **Ethiopia**, and took part in a high-level seminar on the "Role of Defence in Nation Building" in **Senegal**.

In order to fill the knowledge gap on **gender and SSR** issues in West Africa, DCAF undertook an extensive research project entitled "Gender Survey of Security Sector Institutions in ECOWAS Countries" in 2010. Working with local researchers in each of the 15 ECOWAS member states, DCAF compiled baseline data on the current level of integration of gender issues into the police services, armed forces, gendarmerie, justice system and penal services. This comprehensive publication, including never-before-compiled information, will be released in 2011.

In June, DCAF in partnership with the UNOWA, the ECOWAS Gender Development Centre, the Mano River Women's Peace Network and the Alliance for Migration, Leadership and Development (ALMD) organised a conference in Saly, Senegal, on "Security for All: West Africa's Good Practices on Gender in the Security Sector". This working-level conference was the first of its kind, convening over 70 gender and security experts from across West Africa, including representatives of the armed forces, police, prisons and justice system, civil society and governments, as well as the UN, and other international and regional organisations. DCAF compiled and published a report on this conference, which is available in English and French.

To complement its regional programming in the field of gender and SSR, DCAF undertook a number of initiatives in this area at a bilateral level.

In **Côte d'Ivoire**, as part of its regional survey on the integration of gender into security institutions in ECOWAS countries, DCAF participated in a joint project with UNDP, UNIFEM, the *Réseau d'Action sur les Armes Légères en Afrique de*

*l'Ouest – section Côte d'Ivoire* (Network for Action on Light Weapons in West Africa – Côte d'Ivoire Section) and UN Police (UNPOL) to sensitise security forces to the relevant aspects of the UN Security Council resolutions on women, peace and security in preparation for Ivorian elections.

In October, DCAF took part in a regional seminar on Gender and Justice in West and Central Africa organised by the UN Operation in Côte d'Ivoire in Grand-Bassam. The seminar looked at the integration of gender into the training and education of magistrates and judges in three francophone and three anglophone West African countries.

In **Liberia**, in collaboration with the Ministry of Justice, the Ministry of Gender and Development, UNIFEM, the UN Mission in Liberia and the Civil Society Organisation Working Group on SSR, DCAF undertook a mapping study of gender and SSR activities and actors in the country. The study will allow the relevant actors to monitor of the implementation of the National Action Plan on UNSCR 1325 more effectively. DCAF also continued to support the Liberian Female Law Enforcement Association.

In March 2010, in **Mali**, DCAF and its local partner, the *Programme de Gouvernance partagée de la sécurité et la paix au Mali* (Programme for Inclusive Peace and Security Governance) launched an assessment study on gender mainstreaming in Mali's security sector. The preliminary findings were presented in September 2010 and the final report and recommendations for further action will be officially launched in 2011.

Responding to a request from the Ministry of Defence and Veterans, DCAF provided technical and financial support to an evaluation of female personnel's presence in the armed forces since 1974.

DCAF has also partnered with the Geneva Centre for Security Policy to teach a module on SSR and gender at the Alioune Blondin Béye Peacekeeping School in Bamako, as part of the school's ten-day course on Disarmament, Demobilisation and Reintegration.

In **Senegal**, DCAF and its local partner, the AMLD, conducted an assessment of gender mainstreaming in Senegal's security sector. The assessment elicited contributions from the Senegalese government, parliament, defence and security institutions and Senegalese civil society organisations. The study was officially launched on International Women's Day (8 March) in Dakar under the title *Genre et sécurité au Sénégal: une intégration à poursuivre* (Gender and Security in Senegal: an Integration to Pursue).[9]

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[9]     Available from www.dcaf.ch/publications

## Regional Cooperation

The assessment helped DCAF identify opportunities for follow-up activities with various security sector actors. For example, in cooperation with AMLD, DCAF organised a capacity-building workshop on gender and security for Senegalese parliamentarians, in particular for members of the Defense and Security Committee and the Laws Committee. Upon invitation of the Senegalese Armed Forces, DCAF and AMLD also provided technical advice on the integration and management of female staff in the armed forces of Senegal. Finally, in June, DCAF and the Defence and Security Committee of the National Assembly of Senegal organised a workshop on "Security Challenges in West Africa and Governance of the Security Sector: the role of parliaments at national and regional levels". Topics of the workshop included the role of parliaments in the prevention, mediation and resolution of conflicts, UN Security Council resolutions on women, peace and security, small arms and lights weapons, anti-personnel mines, and the ECOWAS strategic framework in defence and security.

In **Sierra Leone**, DCAF continued to support Women in the Security Sector – Sierra Leone (WISS-SL), the Sierra Leonean female security sector staff association. DCAF provided a grant and technical support to WISS-SL in order to allow it to implement its institutional action plan.

DCAF also participated in the "Regional Conference on the Implementation of UNSCR 1325 in the Mano River: Liberia, Sierra Leone, Côte d'Ivoire and Guinea" held in Freetown, Sierra Leone, in June 2010. Representatives from NGOs and Ministries responsible for gender issues appointed a regional steering committee to provide content for a draft regional action plan on UNSCR 1325. DCAF will continue to provide advice and assistance to this steering committee during 2011.

In 2010, DCAF continued to produce high quality **policy-relevant research** on good governance and reform of the security sector in Africa. Edited volumes were published on *Security Sector Reform in Sierra Leone 1997-2007: Views from the Front Line* and *Rebuilding the Security Sector in Post-Conflict Societies – Perceptions from Urban Liberia and Sierra Leone*.[10] DCAF also dedicated the eighth edition in its Yearly Book series to the topic of *Security Sector Transformation in Africa* (see p. 50).[11]

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[10]  Both titles are available from www.lit-verlag.de
[11]  Available from www.dcaf.ch/publications

# *Middle East and North Africa*

In 2010, DCAF continued to support projects promoting good governance of the security sector in the Arab world. Through its head office in Geneva and its regional offices in Beirut and Ramallah, DCAF worked with governments, parliaments and civil society organisations to contribute to local and regional SSR initiatives in Algeria, Iran, Iraq, Lebanon, Morocco, the Palestinian territories and Qatar. The Centre also held discussions on security sector governance issues with several Gulf Cooperation Council countries and Yemen.

In 2010, DCAF expanded 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.

Throughout 2010, DCAF developed and delivered tailor-made training courses for members and staffers of the Palestinian Legislative Council, Palestinian civil servants and senior representatives of the security forces. With the Palestinian Legislative Council, DCAF implemented a capacity-building programme on best practices and international standards in security sector governance. DCAF also delivered a module on "Good Security Sector Governance and the Rule of Law" to Palestinian civil servants. Furthermore, DCAF trained police and security officers, civil servants and civil society representatives on integrating gender in security sector governance and management. Finally, DCAF produced a *Procedural Manual for Palestinian Law-Enforcement Officers*, and trained police and security officers on its application.

In 2010, DCAF also continued to provide its Palestinian partners with assistance in developing SSR policies and programmes. With the Council of Ministers, DCAF signed a Memorandum of Understanding on developing the ombudsman and complaints mechanisms of the Palestinian National Authority. DCAF also provided technical support to the development of the Ministry of Interior's Palestinian Security Sector Strategic Plan (2011-13). Furthermore, DCAF continued its project on detention system reform and organised a study-tour on this issue for high-level representatives of the Palestinian National Authority to Switzerland. Finally, DCAF launched two new projects on military justice reform and access to information.

DCAF expanded cooperation with Palestinian media and civil society organisations throughout 2010 and facilitated the establishment of community safety councils in four selected governorates in the Palestinian territories. In 2010, DCAF launched the Arabic translation of the *Gender and SSR Toolkit* and the study *Palestinian Women and Security: Why Palestinian Women and Girls Do Not Feel Secure*, which was the first study to attempt to gauge the security needs of Palestinian women. Other notable publications in 2010 were the books Access to Information and Security Sector Governance, The Palestinian Media and Security Sector

## Regional Cooperation

Governance, and Palestinian Ombudsman Mechanisms and the Security Sector.[12] These publications are legal and policy reference texts for Palestinian decision-makers.

DCAF also actively contributed to the work of Palestinian donor inter-agency working groups, such as the Security Sector Working Group and the Justice Sector Working Group. 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.

In **Lebanon**, DCAF continued to further develop its assistance in support of Lebanese security sector reform. DCAF initiated a dialogue with parliament on its role in overseeing the intelligence agencies and in the reform of civil defence. To this effect, DCAF developed specific tools such as a *Toolkit on Intelligence Oversight*.[13] DCAF also facilitated the establishment of a network of Lebanese research centres considering the promotion of human security.

Following the legislative elections in **Iraq**, DCAF organised, at the request of the Iraqi National Security Council, a workshop on "Intelligence Governance and Oversight" in Beirut, Lebanon. At the two-day workshop, Iraqi members of parliament and senior representatives of the Iraqi government were informed about the development of oversight legislation, the establishment of specialised oversight institutions and on methods of building the capacity of members of parliament and staffers in the field of intelligence oversight.

In **Morocco**, DCAF organised a regional conference on "The Role of Civil Society in Reforming Security Sector Legislation" in cooperation with the Moroccan Study Center for Human Rights and Democracy (CEDHD) and the Foundation for the Future. Held in Rabat in May 2010, the two-day conference was a follow-up event to the conference, "What Role of Arab Civil Society Organisations in Ensuring Public Oversight of the Security Sector", which took place in Amman, Jordan, in June 2009.

Also in cooperation with CEDHD, DCAF organised a regional conference on "Integrating Human Security in National Security Policies in North-West Africa". The two-day conference brought together representatives from Algeria, Burkina Faso, Mali, Mauritania, Morocco and Senegal.

DCAF also undertook a rule of law assessment mission to **Yemen** in order to identify potential opportunities for international actors to strengthen the rule of law in the country.

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[12]    All of the above titles are available from www.dcaf.ch/publications
[13]    Available from www.dcaf.ch/publications

Following the unrest and subsequent political changes in the Middle East and North Africa during the opening months of 2011, DCAF has intensified its involvement in the region. In 2011, DCAF started to explore new opportunities for SSR and SSG programming which have been created by the changes in Tunisia and Egypt, in particular.

# *Asia*

In 2010, DCAF continued its activities in a number of Asian states. In particular, it expanded its collaboration with Southeast Asian countries by welcoming **Cambodia, the Philippines** and **Thailand** as observers at its Foundation Council. In addition, the new Government of the Philippines, which has made security sector reform one of its top priorities, applied for full membership to the Foundation Council at the end of 2010.

In February 2010, UNDP Pacific Centre and the Pacific Islands Forum Secretariat launched the study *Enhancing Security Sector Governance in the Pacific Region*[14] in the Solomon Islands. The report, with two DCAF authors, was the first of its kind, focusing on security sector governance needs in the Pacific region and mapping the key security sector reform challenges facing Pacific Island countries. Designed to serve as a resource tool for stakeholders building new transparency and oversight mechanisms in the region, the report also outlines the key concepts and good practices associated with effective democratic governance of the security sector. The report was commissioned by the Forum Regional Security Committee, which endorsed the development of regional and national policies and programming assistance on security governance issues, and reflected research validated through a ministerial-led regional conference held in Tonga in April 2009 for government, security sector and civil society representatives.

In October 2010, DCAF participated in a national security policy planning workshop organised by the Government of **Papua New Guinea** with the UNDP Pacific Centre and the Pacific Islands Forum Secretariat. The event introduced a diverse range of stakeholders from government agencies, the security sector, and civil society to the design and purpose of a national security policy focused on public security delivery.

Also in October, DCAF participated in the Asia Pacific Civil-Military Centre of Excellence's "Rule of Law Roundtable: Towards Best Practice in Post-Conflict Situations" in Queanbeyan, New South Wales, **Australia**. The central theme of the event was civil-military-police cooperation and coordination on rule of law issues during the early post-conflict period. The roundtable was convened to strengthen Australia's multi-agency approach and capabilities for conflict and disaster management offshore, and examined how future rule of law programmes in post-conflict environments might be better designed and implemented.

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[14]     Available at http://www.undp.org/cpr/documents/jssr/ssg_pacific.pdf

## *Regional Cooperation*

At the request of Denmark, Norway, Switzerland, and the UK, DCAF has worked on security sector oversight capacity-building issues in **Nepal** since 2008. The overall aim of the programme is to: 1) develop the capacity of parliament, civil society and security institutions to resolve security sector governance issues; 2) introduce stakeholders to the mechanisms and tools used to effect oversight, transparency and accountability; and 3) promote dialogue between different interest groups.

During 2010, the political situation remained one of protracted deadlock and the Constituent Assembly's May deadline for writing the new Constitution was delayed by one year. In this context, DCAF and its local partner, the National Peace Campaign (NPC), persisted in efforts to assist the parties to achieve the goals set out in the Comprehensive Peace Agreement.

During the year, a number of research products were published in order to encourage discussion of security governance issues among key stakeholders. In January, the English version of *The Nepali Security Sector: An Almanac*[15] was launched to inform the discussion on security sector reform priorities in Nepal. Following the publication of the Nepali version in May, an inaugural seminar was held in Biratnagar in November 2010 to disseminate the Almanac in the regions outside Kathmandu. This provided an opportunity to engage in open discussions on security issues with various stakeholders who are typically unable to participate in events held in the capital.

DCAF also published English and Nepali versions of *The Security Sector Legislation of the Federal Democratic Republic of Nepal* and an accompanying set of commentaries. Furthermore, in cooperation with the Asian Study Centre for Peace and Conflict Transformation, a series of publications have been produced on key security governance challenges facing Nepal, including *The Definition of a National Strategic Concept and The Legal Framework of Security Sector Governance*.[16]

In 2010, DCAF and the NPC continued their cooperation with the Nepali Parliament and the Constituent Assembly. During induction seminars, informal dialogue sessions and coaching sessions, parliamentarians were exposed to issues related to the security sector, exchanged views and debated some of the protracted problems facing the security sector in Nepal, as well as identifying possible solutions. These events were primarily aimed at facilitating the development of relevant legislation governing the security sector and the functioning of committees dealing with security sector issues.

In addition, in January and November 2010, DCAF conducted a number of seminars and coaching sessions with government officials, members of civil society, media, security providers and other stakeholders on issues of democratic control of the security sector, the development of a national security policy and on security issues with regards to Nepal's future in general.

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[15]    Available from www.dcaf.ch/publications
[16]    The above publications are available from www.dcaf.ch/publications

As a complement to the existing programme, and in light of Nepal's decision to become a federal state, DCAF initiated a scoping study to assess the readiness and ability of the Nepali Police to engage effectively in the ongoing federalisation process. This study led to a decision to assist key stakeholders in the establishment of a new federalised police force, commencing in 2011.

In 2010, DCAF completed a two year programme focusing on regional security governance capacity-building in **Indonesia**. The programme aims to promote security sector oversight, accountability, transparency and gender awareness by providing relevant knowledge products to democratic institutions, the parliament, civil society organisations (CSOs) and the security providers. The programme is conducted in direct partnership with Indonesian CSOs and the Indonesian Parliament. This cooperation has been integral to the development of local content, knowledge materials and network building.

As part of this programme, four regional capacity development events were held in the first quarter of 2010 across Indonesia for civil society, parliamentary staff and media working on transparency and accountability issues.

In parallel, a *Sourcebook on the Media and Security Sector Reform*, was produced to accompany the programme. The Sourcebook provides relevant knowledge materials to journalists working on security sector transparency and accountability issues. It is based on materials gathered at regional events at which Indonesian journalists identified the security sector accountability issues which were most important to them. The English versions of the *Almanac on Human Rights and the Security Sector* and the *Almanac on the Indonesian Security Sector 2009* were also published in 2010.[17]

In the **Philippines**, DCAF contributed to a public forum on SSR and peace processes which was held in Manila in November 2010. The forum was co-organised with the Philippines branch of Friedrich Ebert Stiftung (FES) and the local NGO INCITEGov (which chairs the Philippine SSR Study Group with support from DCAF). This public forum marked the starting point of a broad consultation process on the government's new security policy which will be finalised by April 2011.

In **Thailand**, DCAF, jointly with the FES office in Bangkok, facilitated the work of the multi-stakeholder Thai Study Group on Good Governance of the Security Sector. DCAF co-organised three Study Group meetings in 2010 where Thai experts from parliament, government, security institutions, academia and civil society discussed developments in SSG and SSR in Thailand since the early 1990s. These actors have agreed to transform the Study Group into a broader forum led by a multi-stakeholder Steering Group, with dedicated working groups looking into specific SSR-related issues. DCAF will assist them in this process

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[17]   All three titles are available from www.dcaf.ch/publications

## Regional Cooperation

In November 2010, DCAF, together with FES Thailand, organised a workshop for 30 commanders of the Royal Thai Police (RTP). This workshop was designed to promote good governance within the RTP. Over the course of 2011, DCAF and FES will train an additional 50-60 RTP commanders in similar workshops. Finally, in December, DCAF held a joint workshop with the Thai Institute for Strategic and International Studies (ISIS) on "Peacebuilding and Security Sector Governance in Asia" with the aim of discussing ways to broaden and deepen the SSG discourse in Asia. This collaboration will produce a number of publications during 2011.

In **Japan**, DCAF's ISSAT supported the Irish government in running a one-day training course on SSR as part of the Senior Specialists Course at the Hiroshima Peacebuilders Center, and designed and ran a one-day course at the National Institute for Defence Studies in Tokyo.

In **Bangladesh**, ISSAT presented the linkages between peacekeeping, peace-building and SSR to a meeting of the International Association of Peace Training Centres.

In addition to its in-country programmes, DCAF continued to support regional SSR/SSG initiatives in **Southeast Asia**. Since 2006, DCAF, together with the FES regional office in Singapore, has been facilitating the Inter-Parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG), which serves as a platform for inter-parliamentary exchange on SSG/SSR issues within the Association of Southeast Asian Nations (ASEAN) region. The eighth IPF-SSG workshop was held in June in Jakarta, Indonesia, on the topic "Towards an ASEAN Political-Security Community: What Role for Parliaments?" Participants discussed the progress made towards the creation of the ASEAN Political-Security Community (APSC), its relevance for security sector governance in ASEAN member states, the possible role for national parliaments in the implementation process, as well as the development of a regional SSG agenda within the APSC framework. The workshop was attended by members of parliament, government representatives and members of civil society from Cambodia, Indonesia, Malaysia, Philippines and Thailand, as well as officials from the ASEAN Secretariat and the Secretary-General of the ASEAN Inter-Parliamentary Assembly.

Finally, upon invitation by the co-chairs, Philippines and South Korea, DCAF participated in the 34th meeting of the Steering Committee of the Council for Security and Cooperation in the Asia Pacific (CSCAP) on 22 November in Manila. CSCAP is the principal "Track Two" organisation for security in the region and provides substantial input to the intergovernmental ASEAN Regional Forum.

# Global issues in 2010

## Facing new challenges: Horizon 2015

In 2010, DCAF set in motion a reflection process to consider what the future holds in store for SSR and SSG practitioners. The project, entitled *Horizon 2015*, has led to a series of publications on the **key issues confronting a globalised world** – from cyber crime to the expansion of private military and security industry, from private-public partnerships to the evolving role of armed non-state actors, from the growing need for international cooperation in SSR and SSG to the respective problems posed by climate change and a rapidly evolving strategic, political, technological and economic environment. The objective of this project is to trigger debate, allowing SSR and SSG practitioners to identify early the manifold challenges that are certain to have a major impact on the practice of SSR and SSG in the future.

DCAF's Horizon 2015 project brought together relevant state and non-state actors for a series of thematic roundtables throughout 2010 and will continue to do so during 2011. Each roundtable has been designed to inform a subsequent working paper. These working papers provide a short introduction to the issue, before going on to examine theoretical and practical questions related to transparency, oversight, accountability and democratic governance more generally. The papers, of course, do not seek to solve the issues they address but rather to provide a platform for further work and enquiry.

Roundtables and informal discussions on the following subjects have so far taken place:

- Multilateral Crisis Response Mechanisms (December 2009)
- Public-Private Partnerships (December 2009)
- Cyber Security (February 2010)
- Pandemics and Biological Weapons (March 2010)
- Public-Private Cooperation (March 2010)
- Private Military and Security Companies (May 2010)
- Armed Non-State Actors (June 2010)
- Ecological Constraints and Conflict (July 2010)
- SSR and Development (January 2011)

In turn, these roundtables and discussions have informed a number of publications, brought together as part of the *Horizon 2015* Working Paper Series. These publications include:

- *Democratic Governance Challenges of Cyber Security*
- *Cyber Security: The Road Ahead*
- *Private Military and Security Companies: Future Challenges in Security Governance*
- *Public Private Cooperation: Challenges and Opportunities in Security Governance*

Several additional papers are scheduled for release during 2011.[18]

Finally, in addition to these working papers, the project has published an occasional paper – *Trends and Challenges in International Security: An Inventory* – which seeks to describe the current security landscape and provide a background to the project's work as a whole.

# *Privatisation of Security*

Throughout 2010, DCAF continued its active participation in initiatives to support effective regulation of private military and security companies (PMSCs). DCAF supported Swiss government-driven efforts to promote respect for international law and human rights standards by private service providers by clarifying international standards for PMSCs, as well as by improving oversight and accountability of the industry.

In 2010, DCAF continued in its role as project lead and facilitator of the **International Code of Conduct for Private Security Service Providers** (ICoC). Following agreement by states, industry and civil society on the need for the ICoC and its format, a draft of the Code was developed by members of the private security industry in cooperation with the Swiss Ministry of Foreign Affairs, facilitated by DCAF and the Geneva Academy of International Humanitarian Law and Human Rights. In a series of multi-stakeholder workshops, the final version of the ICoC was agreed upon at the end of September 2010. Representatives of private security companies, industry associations, the governments of various countries, including the USA, UK, Canada, as well as humanitarian and non-governmental organisations participated in the Swiss government-facilitated discussion.

The signing ceremony of the ICoC took place on 9 November 2010. Fifty-eight private security providers signed the Code at the event and others expressed their interest in doing so in the future.  As of mid-April 2011, the number of

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[18]    All publications in the *Horizon 2015* series are available from www.dcaf.ch/publications

signatory companies had risen to 94, with the Swiss government still receiving new applications. The ICoC articulates principles which aim to bring the practices of private security providers into accordance with international humanitarian law and international human rights standards. It also set the foundation for a second phase of standard-setting, implementation and institution-building, including the development of a global body to provide meaningful and independent oversight and effective implementation of the ICoC.[19]

In parallel, DCAF also continued to support the Swiss Ministry of Foreign Affairs and the International Committee of the Red Cross to promote 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*** (the Montreux Document). The culmination of this work is planned for 2011, when two regional seminars to promote the Montreux Document are planned, one in Latin America (Santiago, Chile), and another in Asia (Ulan Bator, Mongolia). At the close of 2010, the Montreux Document had 35 endorsing states – more than doubling the original 17 which endorsed it in September 2008. It has also succeeded in establishing itself as a reference text for private contractors.

In 2010, DCAF also continued to offer advisory services to the **United Nations Working Group on the Use of Mercenaries**, providing feedback on the Human Rights' Council's decision to establish an intergovernmental working group with the mandate to elaborate an international regulatory framework on the regulation, monitoring and oversight of the impact of the activities of private military and security companies on the enjoyment of human rights.

Finally, DCAF continued its collaboration with the Centre for Security, Economics and Technology at the University of St. Gallen and the University of California at Irvine on an international research and publication project entitled *Governing Private Security: Perspectives on the Public / Private Divide*. This led to the organisation of a multi-stakeholder conference in January 2011 to which representatives of civil society, states, and the private security industry were invited to join academics in a discussion about how to improve PMSC data collection.  It is envisaged that a joint publication will result from this collaboration in 2011.

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[19]    For updates on the progress of this institution-building phase, please visit www.icoc-psp.org.

# *Ombudsman Institutions for the Armed Forces*

In 2010, DCAF was instrumental in supporting, together with the governments of Germany and Austria, an informal **association of the world's ombudsmen and inspector-generals for security sector personnel**.

In April 2010, the second international conference of ombudsman institutions for the armed forces took place in Vienna. The conference was co-hosted by DCAF and the Austrian Parliamentary Commissioner for the Armed Forces. The objective of the event was to exchange practices and ideas on the role of ombudsman institutions in promoting and protecting the rights of armed forces personnel. The event was opened by the Austrian Prime Minister and the President of the Austrian Parliament, and was attended by representatives of ombudsman institutions from 20 states in North America, Europe, Asia and Latin America. The conference resulted in a declaration mandating DCAF to develop a handbook on the role and function of ombudsman institutions with jurisdiction over the armed forces. In 2011, DCAF will also develop an accompanying website on this subject. The third conference in the series will take place in spring 2011 in Belgrade, Serbia. Subsequent meetings are scheduled in Ottawa, Oslo and Paris.

# *Civilian Control of Nuclear Weapons*

DCAF's work on civilian control of nuclear weapons has sought to answer a number of questions which demand urgent attention: How do established and emerging nuclear-armed states manage their nuclear affairs? Who commands and controls a country's nuclear forces? What effect does the balance between secrecy and openness have on larger questions of security and democracy?

These issues have been the focus of a long-term DCAF research project which was successfully concluded in 2010 with the joint DCAF and Stockholm International Peace Research Institute publication of *Governing the Bomb: Civilian Control and Democratic Accountability of Nuclear Weapons*.[20] With a special emphasis on civilian control and democratic accountability, Governing the Bomb illuminates the structures and processes of nuclear weapon governance of eight nuclear-armed states – the USA, Russia, the UK, France and China as well as Israel, India and Pakistan.

The book was launched at the United Nations Office at Geneva in November 2010, an event widely attended by national delegations to the Conference on Disarmament, United Nations officials and civil society organisations.

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[20]    Born, Hans; Bates, Gill; Hänggi, Heiner (Eds.) 2010. *Governing the Bomb: Civilian Control and Democratic Accountability of Nuclear Weapons*. (Oxford University Press) Available at www.oup.co.uk .

In March 2011, DCAF, the Swiss Ministry of Foreign Affairs, the NATO Weapons of Mass Destruction (WMD) Non-Proliferation Centre and the Geneva Centre for Security Policy hosted a workshop in Geneva under the Partnership for Peace (PfP) framework on "The Role of Parliaments in Arms Control, Disarmament and Non-Proliferation of Weapons of Mass Destruction". The workshop promoted the role of parliaments in arms control, disarmament and non-proliferation of WMD and raised awareness among members of parliament about their role in this important policy area. More than 30 parliamentarians from NATO and PfP member states participated in the conference.

# *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 the work of intelligence services, 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.

In August 2010, the Dutch Ministry of Foreign Affairs mandated DCAF to carry out a project on **strengthening intelligence oversight in an era of counter-terrorism**. This project focuses on the development of a toolkit on intelligence oversight designed to support relevant stakeholders in transition states in establishing and maintaining effective parliamentary and expert oversight of intelligence services. Other project outputs include a research paper on the impact of counter-terrorism policies on intelligence oversight, as well as international conferences in both the Netherlands and the Western Balkans. While the project will address issues that are relevant to all transition states, it will initially focus on states in the Western Balkans.

In September 2010, DCAF published a guidebook entitled *Understanding Intelligence Oversight*,[21] as part of its series on legislating for the security sector. This guidebook is designed to support parliamentarians, executive officials, members of the security and intelligence agencies and civil society organisations in developing and strengthening legal frameworks for intelligence services and oversight institutions.

In October 2010, DCAF, in partnership with the European University Institute - Florence, was commissioned by the EU Parliament to conduct a study on the *Parliamentary Oversight of Security and Intelligence Agencies in relevant EU Member States and other Major Democracies.*

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

Throughout 2010, DCAF continued its project on promoting accountability, respect for the rule of law and human rights in the context of international intelligence cooperation. This project was mandated by Norwegian Parliament in 2008 and is being conducted in collaboration with Durham University in the UK. The first phase of this project was completed with the publication of the edited volume, *International Intelligence Cooperation and Accountability*,[22] which will serve as the basis for a policy guide on this subject to be published in 2011/12.

# Gender and Security Sector Reform

The wide range of events which were organised to mark the tenth anniversary of UN Security Council Resolution (UNSCR) 1325 made 2010 a very active year for DCAF on the issue of gender, women, and security. In keeping with its position as the leading agency on gender and SSR, DCAF organised and/or otherwise contributed to some **40 multilateral and bilateral events on gender and security** in Europe, North America, Africa, and the Middle East. (see in particular pp. 23-26 for detailed information on events in Southeast Europe and pp. 30-32 on events in Africa)

Responding to the high level of interest on UNSCR 1325 and its companion resolutions 1820, 1888 and 1889, DCAF published the latest tool in its *Gender and SSR Toolkit*, Tool 13, *Implementing the Women, Peace and Security Resolutions in SSR*, in English, French and Spanish.[23] DCAF promoted the publication with launches in Geneva and New York.

In February 2010, the International Organisation of La Francophonie hosted the launch of *Boîte à outils « Place du genre dans la réforme du secteur de la sécurité »*, the French translation of the Gender and SSR Toolkit, in its Paris headquarters. In 2010, the entire Toolkit was also translated into Russian and Arabic, and translation began into Montenegrin. This makes the Toolkit accessible to a much larger international audience.

DCAF's *Gender and SSR Training Resource Package* [24]– with practical guidance, exercises, discussion topics and examples from the ground to integrate gender into the entire SSR training cycle – was released in French and an interactive gender and SSR training website was launched (www.gssrtraining.ch)

In compliance with UNSCR 1888, the UN continued its effort to develop a set of indicators on the implementation of UNSCR 1325. DCAF contributed to the UN's "civil society" and "expert group" review of this topic. In addition, DCAF offered input to the review of the Swiss National Action Plan on UNSCR 1325.

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[22]    Born, Hans ; Leigh, Ian ; Wills, Aidan (Eds.) 2010. *International Intelligence Cooperation and Accountability.* (Routledge Publishers) available from www.routledge.com/

[23]    Available from www.dcaf.ch/publications

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

# *The International Security Sector Advisory Team*

The International Security Sector Advisory Team (ISSAT) was established as an integral part of DCAF in 2008. ISSAT aims to increase the capacity of the international community to support SSR processes, to enhance the effectiveness and quality of SSR programming, and to facilitate the coordination and coherence of international assistance for nationally-driven SSR processes.

Following the adoption of a new strategy and the lessons identified during the inception phase, ISSAT made significant progress in 2010 towards increasing its engagement in advisory field support; raising awareness of ISSAT services across the different departments and agencies of Governing Board members; developing advanced training on the SSR programme cycle; and increasing its internal performance management. In addition, ISSAT has continued to work on deepening its own capacity to meet the full spectrum of members' SSR requirements.

The **ISSAT Governing Board**, a sub-committee of the DCAF Foundation Council, currently has 20 members: 14 states (Austria, Belgium, Canada, Estonia, Finland, France, Germany, Ireland, the Netherlands, Norway, Slovakia, Sweden, Switzerland, and the UK), and six multilateral organisations: the Council of the European Union, the European Commission, the Organisation for Economic Cooperation and Development (OECD) Secretariat, UN Development Programme (UNDP), UN Department of Political Affairs (DPA) and UN Department of Peacekeeping Operations (DPKO). The African Union has also been an observer to the Governing Board throughout 2010.

In 2010, both France and Sweden joined the core group of countries that support ISSAT through either financial contributions to the ISSAT pooled fund or in-kind contributions through the secondment of personnel. In addition to a financial contribution to the pooled fund, Sweden – through the Folke Bernadotte Academy –seconded an SSR Project Officer for the first half of 2010. Since July, France has also seconded a Senior Police / Gendarmerie Advisor, for a period of one year. A total of ten countries are thus providing core contributions to ISSAT (Austria, Canada, Finland, France, Ireland, Netherlands, Norway, Sweden, Switzerland, and the UK).

The **ISSAT team** is made up of a number of senior security and justice advisers, SSR associates, project officers, a training coordinator and a knowledge manager, all supported and directed by administrative and management staff. A total of 30 high-level professionals on the **ISSAT Roster** reinforce ISSAT's core team by providing additional and specialised knowledge and expertise. Together, the team and the Roster can claim extensive experience across the spectrum of security and justice issues.

## *International Security Sector Advisory Team*

ISSAT has now streamlined its activities and services in four core areas. These are: 1) advisory field support, 2) training and capacity development, 3) operational guidance tools and 4) knowledge services.

### *Advisory Field Support*

Through its advisory field support, ISSAT aims to provide targeted, project-specific SSR guidance to members' field and headquarters staff in the areas of assessment, programme design, and monitoring and evaluation. In 2010, ISSAT increased its focus on advisory field support to ensure a better balance of activities across the four core services.

The advisory field support provided by ISSAT in 2010 increased significantly, with **28 missions** having been undertaken for the following nine members: Austria, the European Commission, the Netherlands, Sweden, Switzerland, UNDP, UN DPA, UN DPKO and the UK.

While the terms of reference for many missions traverse different phases of the programme cycle (for example, they can be hybrid mandates to undertake an assessment, and then provide programming options), advisory field support mandates can essentially be broken down as follows:

- five missions were carried out in the field of assessments;
- seven missions in the field of programme design;
- nine in the field of monitoring and evaluation; and
- seven mentoring, assistance and coaching missions.

A new development has been the inclusion of a mentoring mandate as part of advisory field support. This developed from a request by the Netherlands to provide ongoing support to their strategic advisors (seconded to the Ministry of Defence and Public Security) in Burundi, but now also includes ongoing support to the Swiss SSR Contact Team in Southern Sudan. This allows ISSAT to work with its members, on an ongoing basis, to integrate emerging good practice directly into field programmes.

*Training and Capacity Development*

As in previous years, training and capacity development continues to represent a significant proportion of ISSAT's activities. ISSAT's training and capacity development objectives for 2010 were threefold: 1) consolidation of introductory Level 1 training; 2) increased SSR capacity for ISSAT members and partners through advanced, Level 2 training; and 3) enhanced capacity for SSR training providers.

During 2010, ISSAT conducted **17 training activities for approximately 450 participants**. The balance between activities remains around 50% for bilateral members, 40% for the UN, and 10% for the EU. A key trend noticed over the year is that many of ISSAT's Governing Board members who requested trainings during 2009 have made multiple requests in 2010. This is the case for the UK, Switzerland and the UN. Additionally, new training requests from members who had not previously requested such support have emerged, as seen with requests made by Ireland, Finland and France.

This past year, ISSAT has focused on the development of **new trainings as well as the design of new training tools**. Significant effort has gone into the design and development of ISSAT's advanced Level 2 training on SSR, in collaboration with the Folke Bernadotte Academy in Sweden and Canada's Pearson Peacekeeping Training Centre. While ISSAT's introductory Level 1 training aims at developing knowledge on general SSR concepts and practices, the advanced Level 2 training aims at developing the skills required to engage in SSR activities. ISSAT conducted a pilot Level 2 training in November 2010 in Stans, Switzerland that brought together 25 participants from the Swiss government, other donor governments and representatives from partner countries. Following the pilot course, ISSAT is now reviewing the course content before conducting a second course in 2011.

ISSAT also further developed its tools and materials for its training activities, for example, the Textbook for Level 1 SSR Training and an e-learning module on SSR. While the textbook aims to provide a basic overview of SSR policy and practice for Level 1 participants, the e-learning module – developed in collaboration with UNITAR – will serve as a refresher / overview of ISSAT's Level 1 training for future Level 2 participants. Both tools are in the final stages of development and will be made available in English and French in the course of 2011.

To meet the increasing demand for training, ISSAT has developed a fixed training calendar for its Level 1 and Level 2 courses. This calendar consists of Level 1 and Level 2 courses taught three times a year (one of these sessions being delivered in French).

Finally, as the current host to the Secretariat of the **Association for SSR Education and Training** (ASSET), and as part of its efforts to increase the capacity of SSR training providers, ISSAT organised the second Annual General Meeting of the association, in March 2010 in Manila, in collaboration with the Institute for Security and Development Studies in the Philippines.

### Operational Guidance Tools

The development of customised, demand-driven, operational tools to assist members in their support to SSR programmes and processes remained one of ISSAT's main priorities in 2010.

The process to develop the **Operational Guidance Notes** (OGNs) has benefited by the increase in the number of ISSAT's advisory field support mandates. Likewise, it has been useful to utilise the emerging OGNs as part of the planning and conduct of advisory missions. To date, significant progress has been made in developing OGNs in the area of SSR assessment, with five drafts covering the following assessment elements:

- Overview for security and justice assessments
- Processing a security and justice assessment proposal
- Planning a security and justice assessment
- Conducting a security and justice assessment
- Following on from a security and justice assessment

The second phase of the assessment OGNs looks initially at stakeholder analysis. The respective OGN is currently in development, following a workshop involving SSR practitioners and experts from other relevant fields, such as anthropology, development and small arms and light weapons. ISSAT has also developed an OGN on the role of a security and justice reform advisor. Further OGNs on programme design, and monitoring, review and evaluation of SSR programmes are currently being developed.

### Knowledge Services

ISSAT's knowledge services aim to foster a learning environment for security and justice practitioners to exchange information, share good practice and, more broadly, facilitate communication. Knowledge services attempt to achieve these ends by bringing practitioners together physically to share lessons learned, as well as through the e-services provided through **ISSAT's new website** (http://issat.dcaf.ch) with an interactive **Community of Practice**. The site is currently in a "beta" phase, with some modifications underway as further feedback is received from users.

*Looking ahead*

In light of ISSAT's performance in 2010, the following guiding priorities for 2011 have been identified:

- continue to expand support through ISSATs advisory field services;
- consolidate the work done on training so far;
- implement and build the members' use of ISSAT's online Community of Practice;
- strengthen the links between advisory services, the development of OGNs, training capacities and the knowledge development role played by the Community of Practice;
- further develop and integrate the justice component into ISSAT's work;
- integrate the performance management system into ISSATs management procedures and practices; and
- continue to build ISSAT capacity, knowledge and skills; and links to other capacity hubs.

# DCAF Yearly Book 2010

## Security  Sector Transformation in Africa

African knowledge and experience has contributed much to the evolution of the SSR concept and Africa continues to be the main area for SSR programmes. Consequently, over the years, DCAF has actively sought to expand its knowledge base, policy research focus and operational activities on African security sector reform and governance issues. Each year DCAF dedicates one volume – the "Yearly Book" – to a topic that is of particular relevance to its policy research and operational priorities. The 2010 DCAF Yearly Book examines the conceptual and operational dimensions of *Security Sector Transformation in Africa*. [25]

This volume draws on contributions from a range of acknowledged experts analysing dynamics of security sector transformation on the continent. After an overview of the security sector transformation concept, this volume initially focuses on **security sector transformation at the domestic level**. Potential openings are considered in different types of national context – from post-conflict peacebuilding situations to post-authoritarian settings or normal democratic transitions. The crucial role of an active parliament is taken up as a potential change agent. Drawing on the influential example of South Africa, transforming gender relations and ensuring the full inclusion of women in the security sector are highlighted as significant indicators of wider transformation. Finally, an analysis of citizens' perceptions of security in Liberia and Sierra Leone points to important distinctions between state and human security-driven approaches to reform processes in these countries.

The second part of the publication addresses **security sector transformation "beyond the state"**. This represents an important focus where there may be resistance to change at the national level. The roles of the African Union and the Economic Community of West African States (ECOWAS) are examined, considering both their roles in norm- and standard-setting (such as the ECOWAS Code of Conduct for Armed and Security Forces) and in supporting change on the ground. The emerging role of African-led transnational expert networks as agents of transformation is assessed. In supporting security sector transformation in Africa, the actual and potential impact of wider sets of actors is also acknowledged. In particular, the roles of the United Nations and bilateral donors are critically examined. The concluding chapter identifies important dynamics, indicators and challenges to security sector transformation before applying this analysis to identify potential channels and opportunities to support this goal.

In different world regions, relations between the state, security sector and citizens are currently being redefined and re-negotiated. The insights emerging from *Security Sector Transformation in Africa* are also intended to contribute to new and innovative ways of thinking about operational security sector transformation in other regions of the world.

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[25]     See pp. 81-82 for details of all publications in the DCAF Yearly Book series. All titles in the series can be freely downloaded from www.dcaf.ch/publications

# Annexes

# DCAF Foundation Council

The Foundation Council is the supreme body of the DCAF Foundation. In 2010, it comprised **55 Member States** (including the canton of Geneva). The Council is presided over by Mr. Christophe Keckeis (Switzerland). Hon. Adolf Ogi, former Federal Counsellor and President of the Swiss Confederation, is Honorary President of the DCAF Foundation Council.

The table below lists DCAF Member States alphabetically. The figure in brackets indicates the year each State joined the DCAF Foundation. The list of DCAF Member States' representatives is given as of 15 April 2011.

| | | |
|---|---|---|
| | 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 |
| | Burundi (2010) | Brigadier General Athanase **Kararuza** General Staff, Ministry of National Defence and Former Combattants |
| | Canada (2003) | Ambassador Marius **Grinius** Permanent Representative to the United Nations Office and other International Organisations in Geneva |
| | Cote d'Ivoire (2001) | Mr Gahié Bertin **Kadet** Special Advisor on Defence, Security and Military Procurement, Office of the President |
| | Croatia (2001) | Ambassador Vesna **Vulović** Permanent Representative to the United Nations Office and other International Organisations in 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 Indrek **Sirp** Director of International Co-operation Department, Ministry of Defence |

| | | |
|---|---|---|
| | **Finland**<br>(2000) | Ambassador Hannu **Himanen**<br>Permanent Representative to the United Nations Office<br>and other International Organisations in Geneva |
| | **France**<br>(2000) | Ambassador Eric **Danon**<br>Permanent Representative to the Conference on<br>Disarmament |
| | **Geneva**<br>**(Canton)**<br>(2000) | Mr Jean **Freymond**<br>Director, Geneva Dialogues |
| | **Georgia**<br>(2001) | Ambassador Zurab **Tchiaberashvili**<br>Permanent Representative to the United Nations and<br>other International Organisations at Geneva |
| | **Germany**<br>(2000) | Major General Karl **Müllner**<br>Assistant Chief of Armed Forces Staff (Politico-Military<br>Affairs and Arms Control), Ministry of Defence |
| | **Greece**<br>(2002) | Ambassador Alexandros **Philon**<br>Head of the Centre for Analysis and Planning,<br>Ministry of Foreign Affairs |
| | **Hungary**<br>(2000) | Mr Peter **Siklósi**<br>Deputy State Secretary for Defence Policy and<br>Planning, Ministry of Defence |
| | **Indonesia**<br>(2007) | Ambassador Dian Triansyah **Djani**<br>Permanent Representative to the United Nations Office<br>and other International Organisations in Geneva |
| | **Ireland**<br>(2000) | Ambassador Gerard **Corr**<br>Permanent Representative to the United Nations Office<br>and Specialised Institutions in Geneva |
| | **Italy**<br>(2001) | Ambassador Giovanni **Manfredi**<br>Permanent Representative to the Conference on<br>Disarmament |
| | **Latvia**<br>(2000) | Mr Janis **Karlsbergs**<br>Representative of the Ministry of Defence to NATO and<br>the EU |

| | | |
|---|---|---|
| | **Lebanon**<br>(2007) | Brigadier General Walid **Salman**<br>Lebanese Armed Forces |
| | **Liechtenstein**<br>(2006) | Ambassador Norbert **Frick**<br>Permanent Representative to the United Nations Office<br>and other International Organisations in Geneva |
| | **Lithuania**<br>(2000) | Mr Vaidotas **Urbelis**<br>Policy Director, Ministry of National Defence |
| | **Luxembourg**<br>(2003) | Ambassador Gérard **Philipps**<br>Ambassador to Switzerland |
| | **Republic of<br>Macedonia**<br>(2000) | Ms Mira **Krajacik**<br>Director for Political-Security Cooperation,<br>Ministry of Foreign Affairs |
| | **Malta**<br>(2008) | Ambassador Victor **Camilleri**<br>Permanent Representative to the United Nations Office<br>and Specialized Institutions in Geneva |
| | **Moldova**<br>(2002) | Ambassador Tatiana **Lapicus**<br>Permanent Representative to the United Nations Office<br>and Specialized Institutions in Geneva |
| | **Montenegro**<br>(2006) | Ambassador Ljubiša **Perović**<br>Permanent Representative to the United Nations Office<br>and other International Organisations in Geneva |
| | **Netherlands**<br>(2001) | Ambassador Paul van den **Ijssel**<br>Permanent Representative to the Conference on<br>Disarmament |
| | **Nigeria**<br>(2000) | Ambassador Dr Martin **Uhomoibhi**<br>Ambassador to Switzerland |
| | **Norway**<br>(2002) | Ambassador Bente **Angell-Hansen**<br>Permanent Representative to the United Nations Office<br>and other International Organisations in Geneva |

| | | |
|---|---|---|
| 🇵🇱 | **Poland**<br>(2000) | Ambassador Adam **Kobieracki**<br>Director of the Security Policy Department,<br>Ministry of Foreign Affairs |
| 🇵🇹 | **Portugal**<br>(2003) | N.N. |
| 🇷🇴 | **Romania**<br>(2000) | Ambassador Maria **Ciobanu**<br>Permanent Representative to the United Nations Office<br>and International Organisations in Switzerland |
| 🇷🇺 | **Russian Federation**<br>(2000) | N.N. |
| 🇷🇸 | **Serbia**<br>(2001) | Ambassador Uglješa **Zvekić**<br>Permanent Representative to the United Nations<br>Office and International Organisations having their<br>Headquarters in Geneva |
| 🇸🇰 | **Slovak Republic**<br>(2000) | Ambassador Fedor **Rosocha**<br>Permanent Representative to the United Nations Office<br>and other International Organisations in Geneva |
| 🇸🇮 | **Slovenia**<br>(2001) | N.N. |
| 🇿🇦 | **South Africa**<br>(2001) | Mr Tsepe **Motumi**<br>Chief of Policy and Planning, Deputy Director-General,<br>Department of Defence |
| 🇪🇸 | **Spain**<br>(2001) | Major General (AF) Jose J. **Muñoz Castresana**<br>Deputy Director General for Defence Policy,<br>Ministry of Defence |
| 🇸🇪 | **Sweden**<br>(2001) | Ambassador Jan **Knutsson**<br>Permanent Representative to the United Nations Office<br>and other International Organisations in Geneva |
| 🇨🇭 | **Switzerland**<br>(2000) | Mr Christophe **Keckeis**<br>President of DCAF's Foundation Council |

| | | |
|---|---|---|
| | Switzerland <br> (2000) | Ambassador Jürg **Lauber** <br> Permanent Representative to the Conference on <br> Disarmament, Treasurer of the DCAF Foundation <br> Council |
| | Switzerland <br> (2000) | Mr Christoph **Graf** <br> Head, South Asia Division, Swiss Agency for <br> Development Cooperation (SDC), Federal Department of <br> Foreign Affairs, Secretary of the DCAF Foundation Council |
| | Turkey <br> (2003) | N.N. |
| | Ukraine <br> (2000) | Ambassador Mykola **Maimeskul** <br> Permanent Representative to the United Nations Office <br> and other International Organizations having their <br> Headquarters in Geneva |
| | United <br> Kingdom <br> (2000) | Ms Michele **Law** <br> Security and Justice Advisor, Conflict, Humanitarian <br> and Security Department, Department for <br> International Development |
| | United States <br> (2000) | Colonel Philip R. **Thieler** <br> Senior Defense Official / Defense Attache <br> Embassy of the United States, Bern |

The following states and multilateral institutions hold **permanent observer** status on DCAF's Foundation Council:

Cambodia — Ambassador Sun **Suon**
Permanent Representative to the United Nations Office and other International Organisations in Geneva

Thailand — Ambassador Sihasak **Phuangketkeow**
Permanent Representative to the United Nations Office and other International Organisations in Geneva

Philippines — Ambassador Maria Theresa P. **Lazaro**
Ambassador to Switzerland

Inter-Parliamentary Union — Mr Martin **Chungong**
Director, Division for the Promotion of Democracy

Organisation internationale de la Francophonie — Ambassador Ridha **Bouabid**
Permanent Observer, Permanent Delegation to the United Nations Office and other International Organisations at Geneva

# The Bureau

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

| | | |
|---|---|---|
| 🇨🇭 | President | Mr. Christophe **Keckeis**<br>President of DCAF's Foundation Council |
| 🇨🇭 | Treasurer | Ambassador Jürg **Lauber**<br>Permanent Representative of Switzerland to the Conference on Disarmament, Treasurer of the DCAF Foundation Council |
| 🇨🇭 | Secretary | Mr Christoph **Graf**<br>Head, South Asia Division, Swiss Agency for Development Cooperation (SDC), Federal Department of Foreign Affairs, Secretary of the DCAF Foundation Council |
| 🇸🇪 | Member | Ambassador Jan **Knutsson**<br>Permanent Representative of Sweden to the United Nations Office and other International Organisations in Geneva |
| 🇬🇧 | Member | Ms Michele **Law**<br>Security and Justice Advisor, Conflict, Humanitarian and Security Department, UK Department for International Development |

# DCAF Advisory Board

DCAF's International Advisory Board is the Centre's primary consultative body. It is composed of eminent international experts in DCAF's fields of operation who act in their personal capacity. The list of DCAF Advisory Board Members is given as of 15 April 2011.

| | |
|---|---|
| Nayef **Al-Rodhan** | Senior Member, St. Antony's College, Oxford University; Senior Scholar in Geostrategy, Director of the Programme on the Geopolitical Implications of Globalisation and Transnational Security, Geneva Centre for Security Policy |
| Alexey **Arbatov** | Corresponding Member of the Academy of Sciences of the Russian Federation; 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** | Deputy Country Director of UNDP Iraq |
| Hido **Biščević** | Secretary General, Regional Co-operation Council |
| Carl **Bildt** | *Membership of the Advisory Board currently 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 |
| Umit **Cizre** | Director of International Center for Modern Turkish Studies,  Istanbul Şehir University |

| | |
|---|---|
| Anthony H. **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 |
| 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 |
| Corina **Eichenberger-Walther** | Member of the National Council, Swiss Parliament, Bern |
| 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** | Ambassador, Permanent Representative of Switzerland to the OSCE, the United Nations and the International Organisations in Vienna |
| Miroslav **Hadžić** | President of the Managing Board, Belgrade Centre for Security Policy; 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, Geneva Centre for Security Policy; 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 (GFN-SSR) and Head of International Development Department, University of Birmingham, UK |
| Ljubica **Jelusic** | * Membership of the Advisory Board currently 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 and Senior Felllow, Watson Institute, Brown University |
| Girts Valdis **Kristovskis** | Vice Chairman of Security and Defence Committee of the European Parliament; Former Minister of Defence of Latvia |
| Sonja **Licht** | President, Belgrade Fund for Political Excellence |
| Agnes **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, the College of Wooster |

| | |
|---|---|
| N'dioro **N'diaye** | President, Alliance for Migration, Leadership and Development (AMLD), 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, Conflict, Security and Development Group, International Policy Institute, King's College, London |
| Sergei **Ordzhonikidze** | Under-Secretary-General, Director-General, United Nations Office at Geneva |
| Ioan Mircea **Paşcu** | Member of the European Parliament, former Minister of National Defence of Romania |
| Wolfgang **Petritsch** | Permanent Representative of Austria to the Organisation for Economic Co-operation and Development |
| 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; former Director of the Stockholm International Peace Research Institute |
| Abdulaziz **Sager** | Chairman, Gulf Research Center, Dubai |
| Herbert **Salber** | Director of the Conflict Prevention Centre of the OSCE, Vienna |
| Wolfgang **Schneiderhan** | Former Chief of Defence Staff, Germany |

| | |
|---|---|
| Velizar M. **Shalamanov** | Director Sponsor Account NATO and Nations, NATO C3 Agency (Consultation, Command and Control); Chairman, George C. Marshall Association – Bulgaria |
| Walter **Slocombe** | Partner, Caplin Drysdale, Chartered, Washington DC; former Senior Advisor and Director for Security Affairs (National Security and Defense) in the Coalition Provisional Authority for Iraq; former Under Secretary of Defense for Policy, 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** | Director, Michael S. Ansari Africa Center, Atlantic Council, Washington DC |
| Jusuf **Wanandi** | Member of the Board of Directors, Senior Fellow, Centre for Strategic and International Studies (CSIS), Jakarta |
| Scott M. **Weber** | Director-General, Interpeace, Geneva |
| W. Bruce **Weinrod** | Senior Fellow, The Potomac Foundation, 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 |

# 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: advisory field support; technical guidance notes; training and capacity development; and knowledge services.

The ISSAT is administered by its Governing Board which is composed of 14 states and six 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)

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# DCAF Organisation Chart and Offices



- DCAF Geneva
  - Director
    - Deputy Director's Office
    - DCAF Brussels
      - Research
      - ISSAT
      - Operations SEE & NIS
        - DCAF Ljubljana
      - Operations Middle East & Africa
        - DCAF Ramallah
        - DCAF Beirut
        - DCAF Abuja
      - Special Programmes
      - Administration



- Brussels
- Ljubljana
- Geneva
- Beirut
- Ramallah
- Abuja
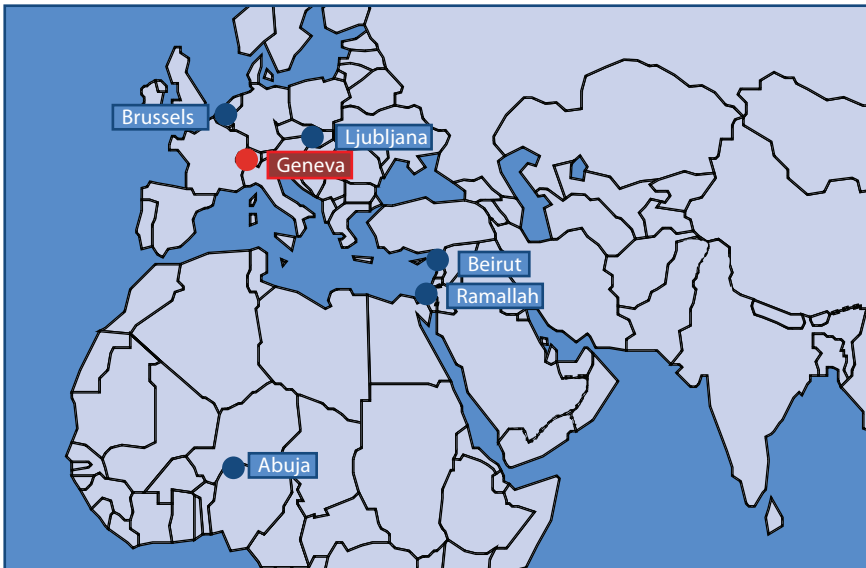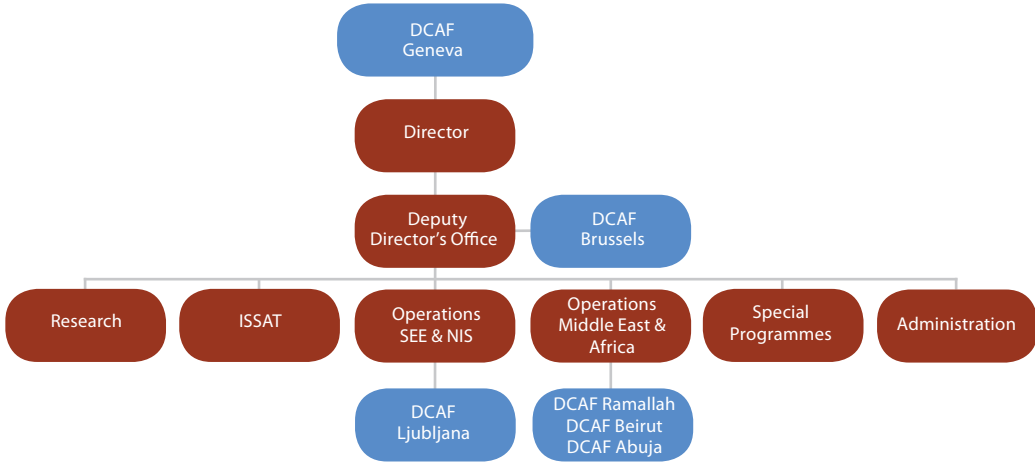
● Head office
● Other offices

# DCAF Staff

DCAF staff in 2010 numbered over 100 employees from more than 30 countries. A list of the nationalities of permanent staff, as well as a list of States which provided DCAF with seconded personnel in 2010 can be found below.

**Permanent Staff in 2010**

| | | | | | |
|---|---|---|---|---|---|
| | Australia | 2 | | Netherlands | 4 |
| | Belgium | 1 | | Nigeria | 1 |
| | Bosnia and Herzegovina | 1 | | Pakistan | 1 |
| | Canada | 6 | | Palestinian National Authority | 8 |
| | Cameroon | 1 | | Romania | 3 |
| | Côte d'Ivoire | 1 | | Russian Federation | 1 |
| | Denmark | 1 | | Serbia | 1 |
| | Estonia | 1 | | Slovenia | 8 |
| | France | 7 | | South Africa | 1 |
| | Germany | 5 | | Spain | 2 |
| | Hungary | 1 | | Sri Lanka | 1 |
| | Ireland | 1 | | Sweden | 2 |
| | Italy | 1 | | Switzerland | 27 |
| | Lebanon | 1 | | United Kingdom | 8 |
| | Macedonia | 1 | | United States | 5 |

**Seconded Personnel in 2010**

| | | | | | |
|---|---|---|---|---|---|
| | Austria | 1 | | Norway | 1 |
| | Canada | 1 | | Serbia | 1 |
| | France | 2 | | Slovenia | 2 |
| | Germany | 1 | | Sweden | 1 |
| | Liechtenstein | 1 | | Switzerland | 1 |
| | Macedonia | 1 | | | |

# DCAF Accounts and Donors

DCAF's budget in 2010 reached **30,3 million Swiss francs**. While the Swiss government remains the main contributor to DCAF's budget, the share of funding provided by other governments, especially with regards to project funding, continues to grow. Detailed information on income and expenditure items, as well as a list of DCAF's donor governments in 2010 can be found below. All figures are given in Swiss francs.

| **I. Cash Income** | | **2010** |
|---|---|---|
| **1. Swiss Federal Department of Defence, Civil Protection and Sport** (**DDPS**) | | |
| DDPS core funding | | 6'322'000 |
| DDPS project funding | | 856'193 |
| DDPS matching funds | | 406'700 |
| **Total Swiss DDPS** | | **7'584'893** |
| **2. Swiss Federal Department of Foreign Affairs (DFA)** | | |
| DFA core funding | | 4'000'000 |
| DFA project funding | | 1'151'818 |
| DFA matching funds | | 203'300 |
| **Total Swiss DFA** | | **5'355'118** |
| **3. Other Member States and International Organisations** | | |
| NATO | | 32'649 |
| European Union (EU) to DCAF Geneva | | 30'778 |
| EU to DCAF Ljubljana, direct transfer | 104'757 | |
| **Total EU** | **135'535** | |
| OIF | | 5'727 |
| United Nations | | 64'317 |
| Argentina | | 21'464 |
| Austria | | 102'186 |
| Canada | | 87'872 |
| Denmark | | 131'582 |
| Estonia | | 6'589 |
| Finland | | 78'913 |
| France | | 88'422 |

| | |
|---|---:|
| Germany | 373'048 |
| Hungary | 25'000 |
| Ireland | 260'700 |
| Latvia | 27'364 |
| Liechtenstein | 87'957 |
| Luxembourg | 566'860 |
| Netherlands | 596'914 |
| Norway | 2'313'383 |
| Romania | 13'682 |
| Slovakia | 12'491 |
| Sweden | 1'391'534 |
| United Kingdom | 675'747 |
| Others | 2'382 |
| **Total Other Member States and International Organisations** | **6'997'560** |

**4.  Other income**

| | |
|---|---:|
| Transitories and special reserves | 6'138'111 |
| Miscellaneous | 577'295 |
| **Total Other income** | **6'715'406** |
| **Total Cash Income** | **SFr.  26'652'977** |

## DCAF Cash Income 2010



Miscellaneous
SFr. 610'333, 2%

Transitories and special reserves
SFr. 6'138'111, 23%

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

Swiss DDPS project funding and matching funds, SFr. 1'262'893, 5%

Swiss DFA core funding
SFr. 4'000'000, 15%

Swiss DFA project funding and matching funds, SFr. 1'355'118, 5%

Other member states and international organisations
SFr. 6'964'522, 26%
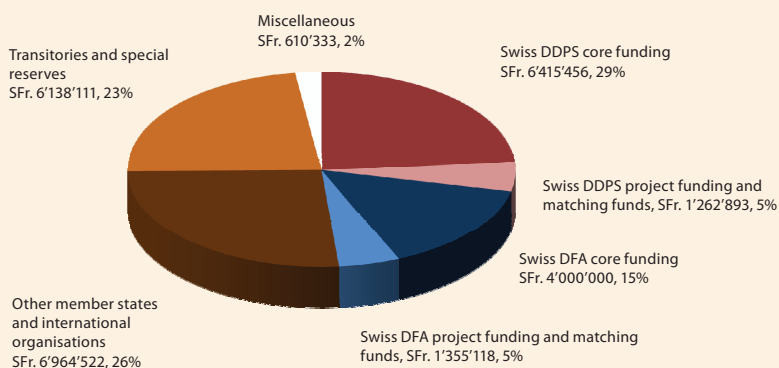
| II. Cash Expenditure | 2010 |
|---|---|
| **1. Governance and Management** | |
| Foundation Council | 29'837 |
| International Advisory Board | 53'014 |
| Director's Office | 115'605 |
| Central reserves | 59'248 |
| Other reserves (Transitories) | 1'501'545 |
| **Total Governance and Management** | **1'759'248** |
| | |
| **2. DCAF Divisions** | |
| Office of the Deputy Director | |
| • *Indonesia Programme* | *168'676* |
| • *Nepal Programme* | *404'930* |
| • *Afghanistan Programme* | *14'168* |
| • *Ukraine Programme* | *125'000* |
| • *Other* | *145'688* |
| • *Transitories* | *480'487* |
| **Total Office of the Deputy Director** | **1'338'950** |
| | |
| Research Division (RD) | |
| • *Privatisation of Security Programme* | *106'903* |
| • *Subsidiary missions* | *36'122* |
| • *UN Programme* | *21'566* |
| • *SSR in West Africa Programme* | *72'437* |
| • *Intelligence toolkit* | *6'645* |
| • *RD Publications* | *154'757* |
| • *RD Transitories* | *313'274* |
| • *RD Other* | *211'083* |
| • *ISSAT* | *3'217'589* |
| • *ISSAT Transitories* | *716'835* |
| **Total Research Division** | **4'857'209** |
| | |
| Operations Europe | |
| • *Border Security Programme* | *959'297* |
| • *Parliamentary Assistance in SEE Programme* | *825'274* |
| • *Police Reform Programme* | *326'130* |

| | |
|---|---:|
| • Parliamentary Staff Advisers Programme | 146'867 |
| • Newly Independent States Programme | 99'613 |
| • Kosovo Programme | 111'310 |
| • Transitories | 1'651'856 |
| **Total Operations Europe** | **4'120'347** |

Operations Africa and the Middle East

| | |
|---|---:|
| • Middle East and North Africa Programme | 121'413 |
| • Africa Parliamentary Assistance Programme | 194'729 |
| • Africa Programme Operations | 296'410 |
| • Palestine Programme | 1'586'516 |
| • Lebanon Programme | 163'550 |
| • Transitories | 871'886 |
| **Total Operations  Africa and the Middle East** | **3'234'503** |

Special Programmes

| | |
|---|---:|
| • Gender and SSR Programme | 792'780 |
| • PfP Consortium | 21'431 |
| • Horizon 2015 Project | 111'929 |
| • Transitories | 1'179'057 |
| **Total Special Programmes** | **2'105'196** |

**3. Personnel**

| | |
|---|---:|
| Salaries | 6'052'304 |
| Social charges | 1'040'188 |
| Other | 145'408 |
| **Total Personnel** | **7'237'900** |

**4. General operating costs**

| | |
|---|---:|
| Facilities (rent, maintenance, equipment) | 1'309'018 |
| Administration | 224'096 |
| Banking and financial charges / Exchange Rate Losses | 112'284 |
| **Total General operating costs** | **1'645'398** |

# *Annex*

| | |
|---|---:|
| **5.  DCAF Brussels** | **131'222** |
| **6.  DCAF Ljubljana** | **220'625** |
| **Total Cash Expenditure** | **SFr.  26'650'597** |
| Surplus for the Year | 2'380 |

## DCAF Cash Expenditure



Personnel
SFr. 7'237'900, 27%

General operating costs
SFr. 1'645'398, 6%

Operations Africa and
the Middle East
SFr. 3'234'503, 12%

Governance and Management
SFr. 1'758'248, 7%

Office of the Deputy Director
SFr. 1'338'950, 5%

Operations Europe
SFr. 4'120'347, 15%

DCAF Ljubljana, SFr. 220'625, 1%
DCAF Brussels, SFr. 131'222, 1%

Research Division, SFr. 4'857'209, 18%
of which ISSAT SFr. 3'934'424

Special Programmes, SFr. 2'105'196, 8%

| III. Overall Contributions to DCAF | 2010 |
|---|---|

**1. Switzerland**

Swiss cash contributions

| | |
|---|---|
| DDPS | 7'584'893 |
| DFA | 5'355'118 |
| **Total Swiss cash contributions** | **12'940'011** |

Swiss in-kind contributions
DDPS

| | |
|---|---|
| • *Seconded Personnel* | *300'000* |
| • *ISN Support* | *40'000* |
| • *Vehicles* | *15'000* |
| • *IT Support* | *320'000* |
| DFA | |
| • *Receptions, vehicles* | *10'000* |
| **Total Swiss in-kind contributions** | **685'000** |
| **Total Switzerland** | **13'625'011** |

**2. Other Member States and International Organisations**

Other Member States and IOs cash contributions

| | |
|---|---|
| Core funding | 944'983 |
| Project funding | 6'019'539 |
| **Total Other Member States and IOs cash contributions** | **6'964'522** |

Other Member States and IOs in-kind contributions

| | |
|---|---|
| Seconded personnel | 1'604'000 |
| Joint projects | 195'800 |
| Local staff and logistical support | 1'210'270 |
| **Total Other Member States and IOs in-kind contributions** | **3'010'070** |
| **Total Contributions (Other Member States and IOs)** | **9'974'592** |

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**3. Miscellaneous**

| | |
|---|---:|
| Transitories | **5'508'111** |
| Special reserves | **630'000** |
| Rent Avenue Blanc | **63'832** |
| Interest, insurance, book sales, etc. | **546'501** |
| **Total Miscellaneous** | **6'748'444** |
| **Grand Total** | **SFr.  30'348'047** |

## Overall Contributions to DCAF in 2009

Transitory accounts
SFr. 5'508'111, 18%

Other income
SFr. 1'240'333, 4%

Other Member States and IOs
in-kind contributions,
SFr. 3'010'070, 10%

Swiss DDPS cash contributions
SFr. 7'584'893, 25%

Other Member States and
International Organisations cash
contributions, SFr. 6'964'522, 23%

Swiss DDPS in-kind contributions
SFr. 675'000, 2%

Swiss DFA cash contributions
SFr. 5'355'118, 18%

Swiss DFA in-kind contributions, SFr. 10'000, 0.3%

# DCAF's Donors in 2010

| | | Core funding | Dedicated Core Funding | Project-related funding | Seconded Personnel |
|---|---|---|---|---|---|
| | Argentina | | | • | |
| | Austria | | • | | • |
| | Canada | | | • | • |
| | Denmark | | | • | |
| | Estonia | • | | | |
| | Finland | • | • | | |
| | France | | | • | • |
| | Germany | | • | • | • |
| | Hungary | | • | | |
| | Ireland | | • | | |
| | Japan | | | • | |
| | Latvia | • | | | |
| | Liechtenstein | • | | • | • |
| | Luxembourg | | • | | |
| | Republic of Macedonia | | | | • |
| | Netherlands | | • | • | |
| | Norway | | • | • | • |
| | Romania | • | | | |
| | Serbia | | | | • |
| | Slovakia | | | • | |
| | Slovenia | | | | • |
| | Spain | | • | | |
| | Sweden | • | • | | • |
| | Switzerland | • | • | • | • |
| | United Kingdom | | • | • | |

| | | Core funding | Dedicated Core Funding | Project-related funding | Seconded Personnel |
|---|---|---|---|---|---|
| | EU Commission | | | • | |
| | EU Parliament | | | • | |
| | North Atlantic Treaty Organization (NATO) | | | • | |
| | Organisation internationale de la Francophonie | | | • | |
| | United Nations system | | | • | |

# DCAF Publications

DCAF has published some 450 titles (books and papers) since 2000, some 20 of them in 2010. 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.
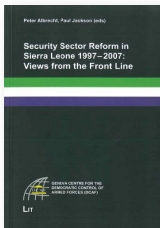
**Security Sector Reform in Sierra Leone 1997-2007: Views from the Front Line**
Peter Albrecht and Paul Jackson (eds)

available from www.dcaf.ch/publications
and www.lit-verlag.ch
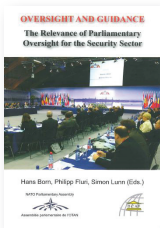
**Oversight and Guidance: The Relevance of Parliamentary Oversight for the Security Sector**
Hans Born, Philipp Fluri and Simon Lunn (eds)

available from www.dcaf.ch/publications
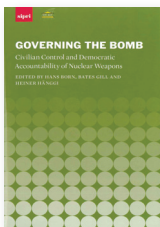
**Governing the Bomb: Civilian Control and Democratic Accountability of Nuclear Weapons**
Hans Born, Bates Gill and Heiner Hänggi (eds)

available from www.oup.co.uk
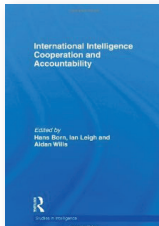
**Intelligence Cooperation and Accountability**
Hans Born, Ian Leigh and Aidan Wills (eds)

available from www.routeldge.com
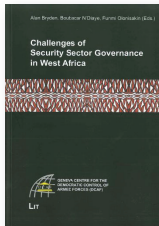
**Challenges of Security Sector Governance in West Africa**
Alan Bryden, Boubacar N'Diaye, Funmi Olonisakin (eds)

available from www.dcaf.ch/publications
and www.lit-verlag.ch
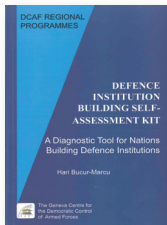
**Defence Institution Building Self-Assessment Kit:
A Diagnostic Tool for Nations Building Defence
Institutions**
Hari Bucur-Marcu

available from www.dcaf.ch/publications
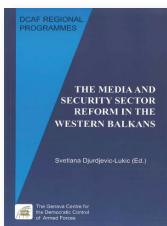
**The Media and Security Sector Reform in the Western
Balkans**
Svetlana Djurdjevic-Lukic (ed.)

available from www.dcaf.ch/publications
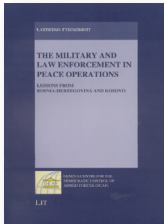
**The Military and Law Enforcement in Peace Operations: Lessons from Bosnia-Herzegovina and Kosovo**
Cornelius Friesendorf

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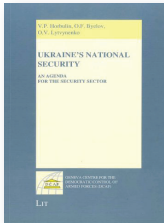

**Ukraine's National Security: An Agenda for the Security Sector**
V. P. Horbulin,  O. F. Byelov and  O. V. Lytvynenko

available from www.dcaf.ch/publication


**Almanac on Human Rights and Indonesia's Security Sector 2009**
Mufti Maakarim, Wendy Andika Prajuli, Fitri Bintang Timur (eds)
(Available in English and Indonesian)

available from www.dcaf.ch/publications
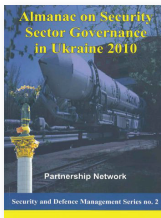

**Almanac on Security Sector Governance in Ukraine 2010**
Merle Maigre and Philipp Fluri (eds)

available from www.dcaf.ch/publications
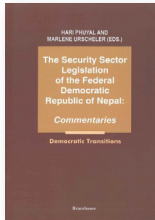
**The Security Sector Legislation of the Federal Democratic Republic of Nepal**
Hari Phuyal and Marlene Urscheler (ed.)
(Available in English and Nepali)

available from www.dcaf.ch/publications
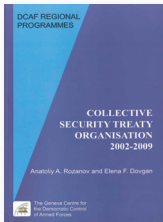
**Collective Security Treaty Organisation 2002-2009**
Anatoliy A. Rozanov and Elena F. Dovgan
(Available in English and Russian)

available from www.dcaf.ch/publications
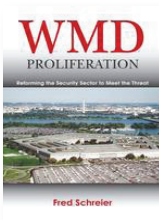
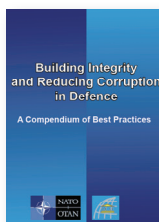**WMD Proliferation: Reforming the Security Sector to Meet the Threat**
Fred Schreier

available from www.potomacbooksinc.com
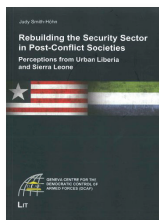
**Rebuilding the Security Sector in Post-Conflict Societies: Perceptions from Urban Liberia and Sierra Leone**
Judy Smith-Höhn

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

**Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices**
Todor Tagarev *et al.* (eds)
(Available in English, Russian and Ukrainian)

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

# DCAF Yearly Books

In 2010, the eighth volume in DCAF's flagship Yearly Book series was published. The topic of the 2010 edition is *Security Sector Transformation in Africa*. This volume draws on contributions from a range of acknowledged experts analysing dynamics of security sector transformation on the continent. After an overview of the security sector transformation concept, this volume initially focuses on security sector transformation at the domestic level. The second part of the publication addresses security sector transformation "beyond the state". The concluding chapter identifies important dynamics, indicators and challenges to security sector transformation before applying this analysis to identify potential channels and opportunities to support this goal.

All books in the DCAF Yearly Book series can be downloaded free of charge from the DCAF website at **www.dcaf.ch/publications**. Printed and bound copies can be purchased from the publisher at **www.lit-verlag.ch**.
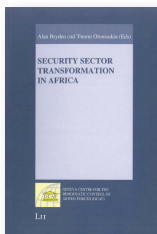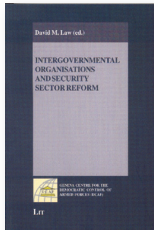
**Security Sector Transformation in Africa**
Alan Bryden and 'Funmi Olonisakin (eds), 2010

**Security Sector Reform in Challenging Environments**
Hans Born and Albrecht Schnabel (eds), 2009
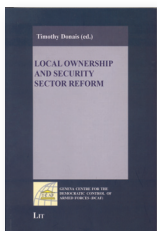
**Local Ownership and Security Sector Reform**
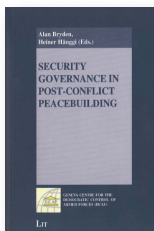Timothy Donais (ed.), 2008

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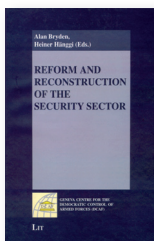David M. Law (ed.), 2007

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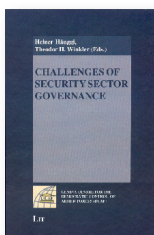Alan Bryden and Marina Caparini (eds), 2006

**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 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. In order to be accessible to the largest possible audience, DCAF Handbooks are published in multiple languages.
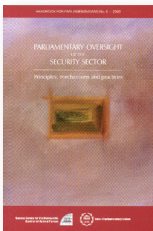
**Parliamentary Oversight of the Security Sector: Principles, Mechanisms and Practices, Handbook for Parliamentarians**
Hans Born, Philipp Fluri and Anders Johnsson (eds.)
DCAF and Inter-Parliamentary Union, 2003

(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)
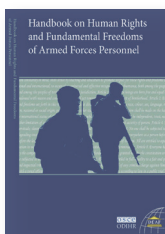
available from www.dcaf.ch/publications

**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)

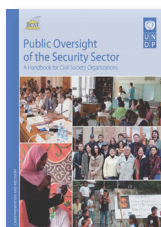available from  www.dcaf.ch/publications

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

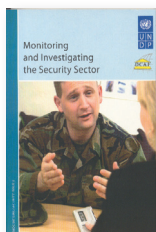available from  www.dcaf.ch/publications

**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, French and Russian )

available from  www.dcaf.ch/publications

**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/publications

# DCAF Toolkits

### The Gender and Security Sector Reform Training Resource Package

(Available in English and French)

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.gssrtraining.ch

### Gender and Security Sector Reform Toolkit

(Available in English, French and Arabic)

The Toolkit includes 13 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; Gender Training for Security Sector Personnel; and Implementing the Women, Peace and Security Resolutions in SSR.

available from www.dcaf.ch/gssrtoolkit

### Legislating for the Security Sector

(Available in English and Arabic)

The Toolkit comprises four publications on international police standards : *Guidebook on Democratic Policing; The European Code of Police Ethics; Ten Basic Human Standards for Law Enforcement Officials; and Understanding Intelligence Oversight.*

available from www.dcaf.ch/publications

# Horizon 2015 working paper series

DCAF's Horizon 2015 project identifies and examines the manifold challenges that will have a major impact on SSR and SSG in the near future. All working papers in the Horizon 2015 series can be downloaded free of charge from the DCAF website at **www.dcaf.ch/publications**.

**Cyber Security:  The Road Ahead**
Fred Schreier, Barbara Weekes, Theodor H. Winkler, 2011

**Private Military & Security Companies:**
**Future Challenges in Security Governance**
Anne-Marie Buzatu & Benjamin S. Buckland, 2010

**Public Private Cooperation:**
**Challenges and Opportunities in Security Governance**
Benjamin S. Buckland and Theodor H. Winkler, 2010

**Democratic Governance Challenges of Cyber Security**
Benjamin S. Buckland, Fred Schreier, Theodor H. Winkler, 2010

**Trends and Challenges in International Security:**
**An Inventory**
Fred Schreier, 2010

# 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. 23 Occasional Papers and 33 Policy Papers have been published so far. 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**.

- **A Comparative Perspective of Ombudsman Institutions for the Armed Forces**
  Hans Born, Aidan Wills, Benjamin S. Buckland, 2011
  DCAF Policy Paper 34

- **The Transformation of the South African Security Sector: Lessons and Challenges**
  Sandy Africa, 2011
  DCAF Policy Paper 33

- **Local Ownership in Practice: Justice System Reform in Kosovo and Liberia**
  Leopold von Carlowitz, 2011
  DCAF Occasional Paper 23

- **War Powers Around the World: 1989-2004 - A New Dataset**
  Wolfgang Wagner, Dirk Peters, Cosima Glahn, 2010
  DCAF Occasional Paper 22

- **Parliamentary War Powers: A Survey of 25 European Parliaments**
  Sandra Dietrich, Hartwig Hummel, Stephan Marshall, 2010
  DCAF Occasional Paper 21

- **Measuring Security Sector Governance: A Guide to Relevant Indicators**
  Ursula Schröder, 2010
  DCAF Occasional Paper 20

# 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/publications.**

- **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**

# DCAF Websites

DCAF strives towards greater transparency and seeks to spread knowledge about its activites by hosting and maintaining a number of websites. These websites provide up-to-date infomation on all of DCAF's activities and create online fora for the sharing of information among experts and practioners of SSR.

| | |
|---|---|
| **www.dcaf.ch** | DCAF's main website; provides information about the organisation, its main thematic and regional areas of activity. |
| **http://issat.dcaf.ch/** | The website of DCAF's International Security Sector Advisory Team (ISSAT); provides information about ISSAT's activities and access to its community of practice. |
| **http://asset-ssr.org/** | The website of the Association for Security Sector Reform Education and Training (ASSET). |
| **http://icoc-psp.org** | This website is devoted to the International Code of Conduct for Private Security Service Providers (ICoC), providing up-to-date information on the Code's signatories and the development of the Code's implementation mechanism. |
| **www.privatesecurityregulation.net** | This website contains the Private Security and Military Services Regulation Database, which provides links to national laws and regulations from over 50 countries, as well as to international and regional treaties, on the regulation of private military and security companies. |
| **www.gssrtraining.ch** | A website devoted to the *Toolkit on Gender and Security Sector Reform* as well as the *Gender and Security Sector Reform Training Resource Package*; contains training exercises, examples from the ground and other practical training materials. |
| **http://ipf-ssg-sea.net** | The website of the Inter-parliamentary Forum on Security Sector Governance in Southeast Asia (IPF-SSG-SEA). |