ATT-BAP
Handover Handbook

LESSONS LEARNED: LAYING THE FOUNDATIONS FOR EFFECTIVE ATT IMPLEMENTATION
ATT-BAP HANDOVER HANDBOOK

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INTRODUCTION

The Arms Trade Treaty (ATT) is the first global treaty to establish legally binding standards regulating the international trade in conventional arms. Adopted by the United Nations General Assembly in April 2013, the Treaty entered into force on 24 December 2014 and, as of 1 February 2016, has 80 States Parties and an additional 52 signatories.

The Treaty mandates specific measures that, if implemented effectively, will increase global transparency and promote greater accountability for international arms transfers. The Treaty text provides some guidance for reviewing national laws and regulations in order to meet Treaty obligations, but it does not offer explicit details on how States Parties should fulfill these obligations. Rather, the Treaty requires State Parties to determine the necessary measures to enable implementation. As a first step, States must assess their current arms transfer control systems and identify current capabilities and any gaps that need to be addressed in order to implement Treaty obligations.

The Arms Trade Treaty-Baseline Assessment Project (ATT-BAP) was developed by Rachel Stohl (Stimson) and Paul Holtom (Coventry University) in July 2013 to assist States in understanding the obligations of the ATT and to promote effective implementation. The project was intended to fill the gap that existed prior to the development of Treaty infrastructure (e.g., the Secretariat). ATT-BAP therefore took initial steps to develop tools to enable measurement of the Treaty’s effectiveness over time and to continue the momentum created by the Treaty’s adoption. In particular, ATT-BAP helps States identify the requirements necessary to effectively implement the ATT and provides a baseline for assessing State capacity, including the identification of critical gaps and required resources to implement the ATT.

When ATT-BAP was conceived, it was not known how quickly (or slowly) the ATT would reach 50 ratifications or enter into force, let alone when the first Conference of States Parties (CSP) would be convened or the Secretariat established. There are a number of significant challenges for trying to measure the success and impact of the ATT, such as: the numerous actors involved in the international arms trade, variances in data, reporting, and information provided, and the sensitivity of and secrecy surrounding global arms transfers. Thus, through data acquisition and the development of numerous resources and tools, ATT-BAP provided a baseline of States’ abilities and efforts to implement the ATT and identified means to measure continued progress and track the Treaty’s impact over time. The main goal of ATT-BAP has been to ensure a solid foundation for the long-term success of the ATT by providing tools to support States that want to effectively implement the ATT and promote good practice for effective arms transfer control systems that meet Treaty standards and obligations. To that end, ATT-BAP:

- Gives clear guidance on the obligations contained within the ATT;
- Increases understanding of measures that can be taken to ensure that States are in a position to ratify/accede to the ATT and ensure effective implementation;
- Contributes towards targeted and coordinated international assistance by providing information to help avoid duplication and ensure that scarce resources are utilized most effectively;
- Delivers a baseline assessment of States’ abilities to effectively implement the ATT; and
- Provides indicators for future measurement of the Treaty’s impact.

From the outset, the ATT-BAP team has worked closely with UN Member States, regional and international organizations, and civil society to develop tools to support effective implementation. ATT-BAP has viewed its work as an inclusive exercise among those committed to successful Treaty implementation. Throughout the development of each phase of the project, the ATT-BAP team has held meetings with and received input from key stakeholders on the structure, content, and format of ATT-BAP. Thus, ATT-BAP has received strong support from a variety of key ATT stakeholders in the form of contribution of resources as well as collaboration and
input. This close cooperation with key stakeholders has enabled the project to contribute to other initiatives seeking to help States work towards fulfilling the object and purpose of the ATT. ATT-BAP’s tools and materials provide:

- Guidance on issues for States to address to ensure they are in a position to ratify or accede to the ATT;
- Guidance on Treaty implementation measures;
- Self-assessment tools for States to use to identify areas in which they might require assistance to effectively implement the ATT; and
- A baseline against which to monitor implementation of the ATT.

This handbook introduces the infrastructure and tools developed by ATT-BAP from June 2013 through December 2015. The first part of this handbook consists of a brief description of each key element of the project. An essential element of ATT-BAP infrastructure is introduced first, the ATT-BAP Portal, available at www.armstrade.info. The Portal is a user-friendly website where one can find all of the ATT-BAP tools and materials that will be discussed in sub-sections in this handbook:

- Project Portal;
- Ratification Checklist;
- Baseline Assessment Survey;
- Country Profiles;
- Online Database;
- Publications; and
- Online Training and Reporting Guidance.

Each of these sub-sections highlights the inclusive and reflective approach taken in the development of the key project outputs, with a focus on high quality and accessibility to enable use by a wide variety of States, international and regional organizations, and civil society stakeholders. Throughout the handbook, we highlight the ways in which ATT-BAP has been utilized to support State and civil society implementation efforts. A core attribute of ATT-BAP is the ways in which it can assist others in their efforts to ensure effective and universal implementation of the ATT.

The next section of the handbook provides an overview of activities undertaken to raise awareness of ATT-BAP and increase understanding of the utility of ATT-BAP tools and resources for implementing the ATT, in particular the obligation to provide an initial report on measures to implement the ATT. The following section provides a brief introduction to the ATT-BAP team and a profile of Media Frontier — the IT company that has enabled the high-quality production of the ATT-BAP Portal, Country Profiles, Online Database, and online training program. The handbook concludes with an overview of the key lessons learned by the ATT-BAP team and Media Frontier in undertaking this initiative.
ATT-BAP INFRASTRUCTURE AND TOOLS

PORTAL

ATT-BAP launched an Online Portal in June 2014 to house project tools and other resources to support ATT implementation. The ATT-BAP Portal is available at www.armstrade.info. The Portal was developed following meetings with States and funders to determine the type of platform that could be of most use for States, regional and international organizations, and civil society in hosting all of the tools produced by ATT-BAP and serving as a go-to resource for information on effective Treaty implementation. In particular, the design and format of the Portal was developed in a flexible way so that it could be transferred to or adopted by either the ATT Secretariat or other interested parties, such as the ATT Monitor.

ATT-BAP contacted several web developers to discuss the parameters of the project. Due to the step-by-step nature of the project’s design and implementation, as well as the way in which the project was funded, we needed IT support that was flexible, responsive, and had some experience working with inter-governmental organizations and UN Member States. It was also important that the Portal be adaptive so as to allow for new elements to be added as ATT-BAP developed new tools and evolved in response to State input. Additionally, we needed a content management system that could be maintained on a day-to-day basis by the ATT-BAP team rather than outsourcing to IT specialists. This last measure ensured that ATT-BAP could respond to feedback, inputs, and updates from States and other key stakeholders in a timely and efficient manner, and thus avoid potential delays in presenting the most up-to-date information. Media Frontier, a UK-expatriate-founded, Swiss-based IT developer, was selected as the best option. ATT-BAP purchased its domain name, signed a multi-year contract for an independent server, and has a maintenance plan with Media Frontier to ensure that bugs in design, coding, or server issues are professionally addressed and quickly fixed. From the outset, ATT-BAP made a conscious effort to ensure that it was branded as a stand-alone entity – not a project of Stimson or SIPRI or Coventry University. To that end, it was important that the Portal be housed on a stand-alone server to demonstrate ATT-BAP’s independence. We have continued to work closely with Media Frontier to enhance the Portal’s functionality and usability for the benefit of Member States, the United Nations, regional organizations, and civil society.

The ATT-BAP Portal hosts all of the project tools and materials:

- Ratification Checklist: available in English for download in Word;
- Baseline Assessment Survey: available in Arabic, English, French, and Spanish for download in Word, with an online version of the Survey available for States to complete in English;
- Country Profiles: completed Baseline Assessment Survey submissions that are available online from a list or clickable map;
- Online Database: searchable database that provides aggregated data for each question from completed Baseline Assessment Surveys on current ATT implementation efforts and links to individual Country Profiles;
- Publications: three analytical reports and one introductory report;
- Presentations; and
- Online Training Video and Reporting Guidance Notes for completing the Baseline Assessment Survey and preparing an initial report on measures to implement the ATT.

The Portal is intended to serve as a “one-stop shop” for ATT-BAP tools and resources on ATT implementation and, in particular, information on current arms transfer control practices as provided by States in completed Baseline Assessment Surveys. Thus, the Portal serves as a mechanism that can be used for identifying needs and matching resources to better facilitate targeted and coordinated international assistance and capacity-building. In this way, the Portal helps avoid duplicative efforts oriented to support ATT implementation and therefore ensures that limited resources are used efficiently and effectively.
The ATT-BAP Portal was designed to be flexible and easily adapted for a variety of uses. The ATT-BAP Portal could serve as a basis for the future work of the ATT Secretariat in several areas:

- Serve as the repository for States’ reports on implementation;
- Provide an initial database of national points of contact for the ATT; and
- Identify areas in which States require assistance and capacity-building, as well areas where States are willing and/or able to provide assistance and share experiences and practices.

**RATIFICATION CHECKLIST**

The first publicly available ATT-BAP tool was the ATT Ratification Checklist. The Ratification Checklist was based on a proposal contained in an article published in the June 2013 edition of *Arms Control Today* by Paul Holtom and Mark Bromley. The ATT-BAP Ratification Checklist was developed as a quick reference list of State obligations under the ATT. It is intended for use by States for an internal self-assessment as they prepare for ratification or joining the ATT. The Ratification Checklist consists of a series of questions to be addressed by States pertaining to 12 main areas of ATT implementation:

1. National Control System and List;
2. Exports;
3. Imports;
4. Transit/Transshipment;
5. Brokering;
6. Prohibitions;
7. Risk Assessment;
8. Diversion;
9. Enforcement;
10. Transparency;
11. International Cooperation; and
12. International Assistance.

Record-keeping is an important ATT obligation, but was included in the sections on exports and imports, rather than as a stand-alone section.

ATT-BAP disseminated its ATT Ratification Checklist in January 2014. It was intended that when the Checklist was completed, States would have the confidence to know that they are in a position to ratify or accede to the ATT, or know in which areas they need to establish or update their national transfer control legislation or system. The Ratification Checklist is available in English for States to download at www.armstrade.info.

Several States have informed the ATT-BAP team that the Ratification Checklist proved useful in initial preparations for gathering relevant national stakeholders to conduct an initial assessment of national transfer control systems against the obligations contained in the ATT. For example, Costa Rica translated the Ratification Checklist into Spanish and organized a roundtable at which relevant stakeholders were asked for input in answering the questions contained in the Checklist.

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BASELINE ASSESSMENT SURVEY

The Baseline Assessment Survey was developed in tandem with the Ratification Checklist, and consists of the same 12 sections on ATT implementation, plus an additional section relating to progress towards signing and ratifying the ATT. The Survey contains a longer list of questions for States to answer compared to the Checklist. It therefore requires States to conduct an in-depth review and assessment of how their current system can implement the ATT. The English-language version of the Baseline Assessment Survey was disseminated in January 2014. The Arabic-, French-, and Spanish-language versions were disseminated in February 2014. In June 2014, an online version of the Survey was made available on the ATT-BAP Portal, enabling States to complete their Survey via the Portal. The online Survey is available in English.

Completed Baseline Assessment Surveys:

- Provide a baseline assessment of the 12 areas relating to ATT implementation identified in the Ratification Checklist;
- Provide information to States, regional and international organizations, and civil society stakeholders to monitor ATT implementation; and
- Identify:
  - areas where States are already implementing the ATT;
  - areas for States to consider for further development, possibly with international assistance and capacity-building; and
  - definitions and best practices for regulating arms transfers and combating arms trafficking and diversion.

In developing the Survey, ATT-BAP held meetings with and received input from UN Member States, civil society partners, and other key stakeholders on the structure, content, and format of the Checklist and Survey. ATT-BAP held meetings on Survey development on the margins of other ATT and UN meetings to save costs and ensure wide participation. Throughout the development process, ATT-BAP was encouraged by States to only include those obligations that were specified and required within the Treaty text. Moreover, States were eager to have a design that would not create too much of a burden for States to complete and that could also be useful for their initial report on measures to implement the ATT, as required by the Treaty in Article 13 (1).

The final version of the ATT-BAP Survey was distributed to States in January 2014 and has since received strong support from a variety of States. This success is due in large part to the project team’s efforts to ensure that each step of ATT-BAP was developed with input and guidance from States and other key stakeholders. The flexibility and adaptability in ATT-BAP’s Survey design and structure allowed States to identify the explicit obligations in the Treaty and ensure that a draft template included, at a minimum, reporting on those elements. As a result of constant engagement and coordination with UN Member States, and a demonstrated commitment to be responsive to stakeholder input, the Survey was promoted for potential use by States Parties as the basis their first report on measures to implement the ATT, and strongly influenced the discussions on the content and structure of a reporting template – two outcomes that the ATT-BAP team had not initially foreseen.
COUNTRY PROFILES

The ATT-BAP team has long been a strong advocate of greater transparency in the international arms trade to increase responsibility and accountability. One of the aims of ATT-BAP has thus been to provide a platform that can be used to assess implementation of the ATT and enable sharing of good practices to strengthen arms transfer control systems. Therefore, a central element of ATT-BAP is to share information on the ways in which States are implementing the ATT – in particular by providing a mechanism for sharing the information contained in completed Baseline Assessment Surveys. The Portal provides access to the results of completed Surveys in two formats.

First, completed Surveys are available via the Country Profiles section. A Country Profile is an online reproduction of a State’s completed Survey. It therefore provides access to all of the answers contained in a completed Baseline Assessment Survey, if the State has given permission for the contents of the Survey to be made publicly available. Country Profiles present all of the information on States’ current arms transfer control systems that they are willing to make publicly available, without any changes, commentary, interpretation, verification, or judgment. Second, information from completed Surveys can also be retrieved in the Online Database, which is discussed in greater detail below.

The Country Profiles section of the ATT-BAP Portal was launched in June 2014. When first launched, it contained Country Profiles for 21 States, as six States did not give explicit permission for their Surveys’ contents to be made public. As of 1 January 2016, ATT-BAP has received 63 completed Surveys, and information from 51 States is publicly available on the online Project Portal.

There are two ways in which States can complete the Baseline Assessment Survey and present their Country Profile on the ATT-BAP Portal. First, States can download an electronic copy of the Survey in Arabic, English, French, or Spanish and submit a completed version of their Survey to the ATT-BAP project team via email. Second, States can submit the Survey online by first registering with ATT-BAP for permission to use the ATT-BAP Portal and then completing the online version of the Survey in English. States choose whether their Survey will be fully public or private, or if there are particular questions that they would like to choose to be private. The flexibility in the level of transparency for the entire Survey or individual questions was a result of consultations with States and ATT-BAP’s responsiveness to States’ concerns regarding particular information contained within their individual Surveys.
# BURKINA FASO

## NATIONAL CONTROL SYSTEM AND LIST

<table>
<thead>
<tr>
<th>Activity</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Export</td>
<td>Yes</td>
</tr>
<tr>
<td>Import</td>
<td>Yes</td>
</tr>
<tr>
<td>Transit / Transshipment by land</td>
<td>Yes</td>
</tr>
<tr>
<td>Transit / Transshipment by sea</td>
<td>Yes</td>
</tr>
<tr>
<td>Transit / Transshipment by air</td>
<td>No</td>
</tr>
<tr>
<td>Brokering</td>
<td>No</td>
</tr>
</tbody>
</table>

## 2. FOR WHICH ACTIVITIES DOES YOUR STATE MAINTAIN A NATIONAL CONTROL LIST OF CONVENTIONAL ARMS:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Export</td>
<td>No</td>
</tr>
<tr>
<td>Import</td>
<td>Yes</td>
</tr>
<tr>
<td>Transit / Transshipment</td>
<td>No</td>
</tr>
<tr>
<td>Brokering</td>
<td>No</td>
</tr>
</tbody>
</table>

## 3. DOES YOUR NATIONAL CONTROL LIST COVER THE FOLLOWING:

<table>
<thead>
<tr>
<th>Item</th>
<th>Cover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battle tanks [Article 2.1]</td>
<td>Yes</td>
</tr>
<tr>
<td>Armored combat vehicles [Article 2.1]</td>
<td>Yes</td>
</tr>
<tr>
<td>Large-caliber artillery systems [Article 2.1]</td>
<td>Yes</td>
</tr>
<tr>
<td>Combat aircraft [Article 2.1]</td>
<td>Yes</td>
</tr>
<tr>
<td>Attack helicopters [Article 2.1]</td>
<td>Yes</td>
</tr>
<tr>
<td>Warships [Article 2.1]</td>
<td>Yes</td>
</tr>
<tr>
<td>Missiles and missile launchers [Article 2.1]</td>
<td>Yes</td>
</tr>
</tbody>
</table>
For States that choose to complete the Survey online, BAP verifies authenticity of registered users to ensure they are in fact with the State’s designated office, ministry, or mission overseeing the ATT portfolio, and then allows the user access to the online version of the Survey. Once the State representative responds to all Survey questions, ATT-BAP reviews the completed submission to make sure all questions have been answered, then “publishes” the Survey as a new Country Profile. Information is entered into the Country Profile without alteration, judgment, or verification. However, if an answer is unclear (e.g., two boxes are checked in the same question) or other issues arise with a Survey submission, ATT-BAP will contact the submitter for clarification.

Following the creation of the Country Profile, ATT-BAP creates a user profile for the Survey submitter, which allows the designated person to log in to the Portal and modify and/or update their information as contained in their Country Profile as needed. ATT-BAP is notified when a user makes any changes to their profile.

Country Profiles enable States to demonstrate how they are implementing the ATT and also provide an opportunity to share examples of different national understandings of key concepts – such as varying definitions of brokering and interpretations of Article 6 (3), as well as measures undertaken to mitigate risks and prevent diversion that could be collated as “good practice measures.” Country Profiles can also be used to identify challenges for effective implementation in a particular State, enabling discussions on targeted cooperation and assistance if required. Additionally, Country Profiles demonstrate the commitment of a particular region to ATT implementation efforts, as users can quickly see which regions have multiple States that have completed their Surveys.

Information provided in each Country Profile forms the basis for the Online Database, which provides an aggregate of State responses to every yes/no/don’t know question contained in the Baseline Assessment Survey. Using the database, users can conduct searches of specific Survey topic areas or specific regions in order to further analyze current arms transfer control systems and identify the ways in which States are fulfilling their Treaty obligations.

ONLINE DATABASE

The second way in which visitors to the ATT-BAP Portal can review information contained within completed Surveys is via the database function. The Online Database utilizes data taken from all of the completed Surveys, including those that are not publicly available. This amounts to over 120 questions and sub-questions dispersed across the 12 categories related to ATT implementation. The aggregated responses are represented in percentage form in the Online Database, thereby providing the percent of all States that submitted completed Surveys that responded “Yes,” “No,” and “Don’t know” to a given Survey question. It should be noted that in some cases, the total percentage of all answers does not add up to 100 because some States did not respond to certain survey questions. Percentages are rounded to the nearest hundredth.

Users can conduct searches using the database for each question contained in the Baseline Assessment Survey in order to identify ways in which States are fulfilling their Treaty obligations and to find gaps in Treaty implementation. Under each response – “Yes,” “No,” “Don’t” – is a list of the States that answered the question as well as the number of respondents that chose to keep their response private. Moreover, if a State provided additional information in response to a question, clicking on the name of the State allows users to see that information as well as a link to the Country Profile. In addition to using the database online, users are given the option to download a csv file of country responses. This allows users to run more in-depth analyses,
COMPARISON RESULTS

DOES YOUR STATE MAINTAIN A NATIONAL SYSTEM FOR CONTROLLING OR REGULATING: EXPORT

<table>
<thead>
<tr>
<th></th>
<th>ALL</th>
<th>AFRICA</th>
<th>ASIA</th>
<th>AMERICAS</th>
<th>EUROPE</th>
<th>OCEANIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DON'T KNOW</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Percentage of countries that replied yes to this question**

- **95%**

**Percentage of countries that replied no to this question**

- **3%**

**Percentage of countries that replied don't know to this question**

- **2%**

**The following countries answered yes to this question**

- ALBANIA
- ARGENTINA
- AUSTRALIA
- AUSTRIA
- BOSNIA AND HERZEGOVINA

**The following countries answered no to this question**

- LIBERIA

**The following countries answered don't know to this question**

1 country answered "Don't know" but chose to keep their survey results private.
which, for example, could allow a user to compare Survey implementation across a select group of countries or regions. Therefore, users can identify general trends via the database and conduct section-by-section analyses of 12 areas relating to ATT implementation depending on their own areas of interest. For example, users can analyze current trends in terms of areas of international cooperation or the number of States that keep records on actual imports.

The database was developed in such a way as to provide a baseline from which to chart and determine States’ progress toward ATT implementation. Therefore, the database provides an "at a glance" baseline assessment of current ATT implementation. It enables States, the UN, and international, regional, and civil society organizations to run independent analyses of the information provided by States on their implementation of the ATT. The data can be used to identify good and common implementation practices, to find countries in need of implementation assistance, and to identify States that could provide assistance in order to help others fulfill their Treaty obligations. The database has the dual benefit of monitoring States’ progress towards effective Treaty implementation and ensuring that scarce resources are utilized efficiently.

PUBLICATIONS

ATT-BAP has produced four reports to promote the project and share its key findings on ATT implementation during 2013-2015. Each report draws upon information contained in completed Surveys and seeks to highlight the variety of approaches utilized by States to implement the ATT and share practices that could be considered by States that are seeking to strengthen their transfer control system and fulfill ATT obligations. All reports are available online via the Portal. A limited number of hard copies of the reports have been presented at international meetings, and the reports are also available on ATT-BAP training USB sticks.

The first ATT-BAP report is entitled **Supporting ATT Ratification and Implementation**. The report was published and launched in June 2014. It provides an introduction to ATT-BAP and contains a selection of responses from the initial tranche of completed Surveys received during the first half of 2014.² Hard copies of the report were distributed at the report’s launch in New York at the Australian Mission on the sidelines of the Biennial Meeting of States on the Programme of Action on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects in June 2014. ATT-BAP also held an event in Washington, DC, to better educate US policymakers and stakeholders about the project in June 2014, where the report was distributed as well.

The second ATT-BAP report was released during the UN General Assembly First Committee in October 2014. It is called **Initial Findings and Current State Practice**. The report presents aggregated data from the initial 44 completed Surveys for a selection of questions from each section of the Survey. It also provides examples of measures that States have taken to implement the ATT. In its conclusions, the report reflects on the implications of the completed Surveys for the process to develop a template for the initial report on measures to implement the ATT. Hard copies of the report were distributed at the report’s launch in New York at the Australian Mission in October 2014 and at subsequent ATT meetings and outreach activities.

The third and fourth ATT-BAP reports were launched and hard copies were distributed during the First Conference of States Parties in Cancun, Mexico in August 2015. The first of these reports, **Identifying Good Practice and Implementation Measures**, provides an update...

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of the second report released the previous year, *Initial Findings and Current State Practice*. It provides aggregated data from 61 completed Surveys and highlights a broad range of measures undertaken to implement the Treaty that could be of interest for States seeking to develop measures to effectively implement the ATT. For example, the report provides a list of international and regional agreements that Survey respondents consider applicable for implementation of Article 6, as well as practical steps to mitigate the risk of diversion.

The fourth report, is entitled *International Cooperation and Assistance: Capacity, Experience, and Practices*. This report also draws upon data contained in the 61 completed Surveys to provide examples of cooperation practices and assistance needs, as well as potential sources of support for effective Treaty implementation. The report concludes with some thoughts for the ATT Secretariat in relation to facilitating cooperation and assistance. Both of the CSP-produced reports have been distributed at subsequent ATT meetings and outreach events.

**ONLINE TRAINING AND REPORTING GUIDANCE**

ATT-BAP launched an online training tutorial and reporting guidance notes in October 2015 to support completion of ATT-BAP Surveys and contribute towards the production of initial reports on measures to implement the ATT. The online training tutorial and reporting guidance notes provide advice on compiling the information on current control systems and efforts to implement the ATT that will assist States in completing their Survey (i.e., the potential sources of information for responding to the Survey) as well as other reporting mechanisms – such as the Programme of Action on Small Arms and UNSCR 1540 reporting matrices – that could be used to provide information on ATT implementation efforts to avoid a perceived reporting burden. The tools draw upon the contents of the Surveys as well as information provided by those involved in completing the Surveys. These tools are focused on practical measures for the collection and collation of information on implementing the ATT.

In creating the online training and reporting guidance, ATT-BAP conducted informal consultations with those involved in the completion of completed Surveys and, using their insights, drafted nine modules for the online training tutorial and reporting guidance notes relating to key aspects of Treaty implementation and nine of the 12 sections of the Survey:

- National Control List;
- Exports;
- Imports;
- Transit/Transshipment;
- Brokering;
- Prohibitions;
- Risk Assessment;
- Diversion; and
- Enforcement.

Transparency was not included in the list as the training is intended to support the initial report on measures to implement the ATT. ATT-BAP is also developing an additional training package to support States in producing their annual reports on arms exports and imports. The sections on international cooperation and assistance were also omitted, as it was assumed that these issues would not be dealt with in the initial report on measures to implement the ATT, but through a separate process.
After testing the content of the modules with an informal expert group, the ATT-BAP team developed a script and layout for the online training tutorial. Media Frontier provided technical support and a camera crew for interviews conducted with nine national experts for the video component of the training tutorial. We decided that rather than present a BAP perspective on how to report, it was more useful to provide an opportunity for national representatives to discuss the measures being undertaken to implement the ATT and how they completed the ATT-BAP Survey, as well as provide insights on the sources of information that they utilized. It was important from the outset that the training help States complete their initial implementation report, not just the ATT-BAP Survey. ATT-BAP wanted the training to be relevant and useful beyond the structure of ATT-BAP and provide a contribution to broader ATT implementation efforts. We sought to select interviewees from a range of States involved in varying aspects of the international arms trade and affected by arms trafficking in different ways. The interviews were conducted during the preparatory committee meeting for the First Conference of States Parties in Geneva in July 2015 with national representatives of:

- Austria;
- Costa Rica;
- The Philippines;
- South Africa;
- Sweden;
- Switzerland;
- Trinidad and Tobago;
- The United Kingdom; and
- The United States.

In addition to conducting the interviews, we worked with Media Frontier on graphics to illustrate how to complete the Survey online and examples of other materials and practices that could be utilized to help complete the Survey and prepare an initial report on ATT implementation.

Throughout the production of the online training, the project team also designed and produced the reporting guidance notes to accompany each of the nine modules in the training tutorial. Each reporting guidance note provides the following information:

- Relevant ATT articles for each topic area;
- Relevant ATT-BAP Survey questions and examples of State responses;
- Sources of information for answering ATT-BAP Survey questions; and
- Relevant questions from the ATT-BAP Survey, the UN Programme of Action and the UN Security Council Resolution 1540 reporting matrices.

While the online training tutorial and reporting guidance notes were developed to support completion of the Baseline Assessment Survey, the training and tutorial can serve as guides for officials as they prepare their initial reports on ATT implementation.

These tools are available online and have also been loaded onto ATT-BAP USB sticks and distributed to States, UN Regional Centres, and at ATT-related workshops. ATT-BAP recognized that the States that need the training most may face difficulties or have limited access to the online components of the tutorial and thus invested in the production of 500 USBs to allow the full training – video and guidance notes – as well as the ATT-BAP reports to be accessible to a wider group of governments and individuals.

6 The online training tutorial and reporting guidance notes can be found on the ATT-BAP Portal at http://www.armstrade.info/resources-2/.
ATT-BAP REPORTING GUIDANCE NOTES

MODULE 1 – NATIONAL CONTROL LIST

The Arms Trade Treaty-Baseline Assessment project has developed a series of nine ATT-BAP Guidance Notes to assist States in the completion of their national ATT-BAP Survey and in the preparation of their initial report on measures to implement the Arms Trade Treaty, as required under Article 13 (1). Each of the ATT-BAP Guidance Notes focuses upon a particular topic and ATT commitment. Each Note:

- Identifies the relevant Treaty articles for each topic
- Introduces the ATT-BAP Survey questions and a sample of responses provided by States
- Provides information on potential sources of information for addressing the ATT-BAP Survey questions, highlighting similar questions or relevant responses contained in national reports on transfer control systems for other international instruments

NATIONAL CONTROL LISTS: RELEVANT ATT ARTICLES

Article 2

1. This Treaty shall apply to all conventional arms within the following categories:
   (a) Battle tanks;
   (b) Armoured combat vehicles;
   (c) Large-calibre artillery systems;
   (d) Combat aircraft;
   (e) Attack helicopters;
   (f) Warships;
   (g) Missiles and missile launchers; and
   (h) Small arms and light weapons
2. For the purposes of this Treaty, the activities of the international trade comprise export, import, transit, trans-shipment and brokering, hereafter referred to as “transfer”.
3. This Treaty shall not apply to the international movement of conventional arms by, or on behalf of, a State Party for its use provided that the conventional arms remain under the State Party’s ownership.

Article 3

Each State Party shall establish and maintain a national control system to regulate the export of ammunition/munitions fired, launched or delivered by the conventional arms covered under Article 2 (1), and shall apply the provisions of Article 6 and Article 7 prior to authorizing the export of such ammunition/munitions.

Article 4

Each State Party shall establish and maintain a national control system to regulate the export of parts and components where the export is in a form that provides the capability to assemble the conventional arms covered under Article 2 (1) and shall apply the provisions of Article 6 and Article 7 prior to authorizing the export of such parts and components.
ATT-BAP REPORTING GUIDANCE NOTES

MODULE 4 – TRANSIT / TRANSSHIPMENT

The Arms Trade Treaty-Baseline Assessment project has developed a series of nine ATT-BAP Guidance Notes to assist States in the completion of their national ATT-BAP Survey and in the preparation of their initial report on measures to implement the Arms Trade Treaty, as required under Article 13 (1). Each of the ATT-BAP Guidance Notes focuses upon a particular topic and ATT commitment. Each Note:

- Identifies the relevant Treaty articles for each topic
- Introduces the ATT-BAP Survey questions and a sample of responses provided by States
- Provides information on potential sources of information for addressing the ATT-BAP Survey questions, highlighting similar questions or relevant responses contained in national reports on transfer control systems for other international instruments

TRANSIT / TRANSSHIPMENT: RELEVANT ATT ARTICLES

Article 5.5
Each State Party shall take measures necessary to implement the provisions of this Treaty and shall designate competent national authorities in order to have an effective and transparent national control system regulating the transfer of conventional arms covered under Article 2 (1) and of items covered under Article 3 and Article 4.

Article 9
Each State Party shall take appropriate measures to regulate, where necessary and feasible, the transit or trans-shipment under its jurisdiction of conventional arms covered under Article 2 (1) through its territory in accordance with relevant international law.

Article 12.2
Each State Party is encouraged to maintain records of conventional arms covered under Article 2 (1) that are transferred to its territory as the final destination or that are authorized to transit or trans-shipment territory under its jurisdiction.

Article 12.3
Each State Party is encouraged to include in those records the quantity, value, model/type, authorized international transfers of conventional arms covered under Article 2 (1), conventional arms actually transferred, details of exporting State(s), importing State(s), transit and trans-shipment State(s), and end users, as appropriate.

Article 12.4
Records shall be kept for a minimum of ten years.
AAWARENESS-RAISING AND PROMOTION OF ATT-BAP SURVEY

The ATT-BAP team has engaged in a wide variety of activities and events to promote the use of the full range of ATT-BAP tools and, in particular, to ensure a high rate of completion of ATT-BAP Baseline Assessment Surveys. ATT-BAP utilized a variety of methods and received the support of a number of key stakeholders to raise awareness of ATT-BAP tools and resources, encourage States to submit their Surveys, and provide support to States.

First, the UK and Australian Missions to the UN in Geneva and New York distributed the ATT-BAP Survey to all Missions to the UN in New York and Geneva on several occasions, including in January 2014 and January 2015. Control Arms also supported the promotion of ATT-BAP and dissemination of the Survey via mail-shots and Twitter. The ATT-BAP team complemented this effort by sending the Survey and information on ATT-BAP to the national points of contact for the Programme of Action and the UN Register of Conventional Arms. In addition, ATT-BAP has repeatedly sent emails and distributed flyers encouraging States to complete the Survey. Finally, ATT-BAP also utilized personal contacts at the UN and within other international, regional, and civil society organizations to encourage States to complete the Survey, as well as contacting individuals in States to encourage completion and assist. In addition, civil society partners, including Control Arms, Pacific Small Arms Action Group, and Saferworld, promoted ATT-BAP within their own networks and at their meetings and events.

Second, the ATT-BAP project team and supporters sought to raise awareness of ATT-BAP tools, in particular the Ratification Checklist and Survey, via participation in government and civil society workshops and events. Throughout the project period to date, the ATT-BAP team has promoted the project’s tools and resources in more than 30 meetings:

- Arms Trade Treaty Implementation Meeting: New York (USA), 23 October 2013
- Second Asia Regional Meeting to Facilitate Dialogue on the Arms Trade Treaty, organized by the United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific (UNRCPD): Manila (the Philippines), 26 November 2013
- Towards a Monitor for the Arms Trade Treaty: Consultative Meeting of Experts, organized by the Control Arms Campaign, Geneva (Switzerland), 16 January 2014
- Lima Round Table on the Arms Trade Treaty, organized by the United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean: Lima (Peru), 24-25 February 2014
- Geneva ATT Network meeting, organized by Geneva Forum and GCSP: Geneva (Switzerland), 16 April 2014
- Second meeting of the informal Expert Group on ATT Implementation (EGAI) meeting, organized by Saferworld and the Swedish Ministry for Foreign Affairs: Stockholm (Sweden), 8-9 May 2014
- European Union (EU) Regional Workshop on Arms Export Controls, organized by the EU and the German Federal Office for Economic Affairs and Export Control (BAFA): Tirana (Albania), 26-27 May 2014
- Launch event for the first ATT-BAP report, organized by ATT-BAP and the Australian Mission to the UN in New York, during the Biennial Meeting of States on the Programme of Action on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects: New York (USA), 23 June 2014
- Launch event for ATT-BAP, organized by Stimson Center: Washington, DC (USA), 24 June 2014
- Third meeting of EGAI, organized by Saferworld and the German Federal Foreign Office: Berlin (Germany), 1-2 July 2014
- Experts Meeting in the framework of the EU ATT Outreach Project (ATT-OP), organized by the EU, BAFA, and the German Federal Foreign Office: Eschborn (Germany), 27-28 August 2014
- Informal Preparatory Meeting for the First Conference of States Parties of the Arms Trade Treaty, organized by the Ministry of Foreign Affairs of Mexico: Mexico City (Mexico), 8-9 September 2014
By presenting ATT-BAP at these meetings, in both formal and informal settings, the project team was able to raise awareness about the range of ATT-BAP tools and resources, as well as the ways in which the Survey was helpful for States preparing for ratification and implementation. During these events, we received expressions of support for the Survey to be used as the basis for the initial national report on measures to implement the ATT as required under Article 13 of the Treaty.
On a practical level, the ATT-BAP team received Survey submissions after several of these meetings as a direct result of our conversations with attendees – such as Denmark and Grenada. We also utilized the meetings to speak with those that had completed the Surveys and to request testimonials and advice about the ways in which the Survey was particularly useful. Spain, for example, had expressed concerns about the Survey, but following our October workshop revealed that they were far more confident in their ability to complete the Survey, which they then submitted.

We also know that some countries in Central and South America and sub-Saharan Africa have used the Ratification Checklist and Survey for their internal processes, but took longer to submit their Survey to ATT-BAP. Costa Rica, for example, used the Ratification Checklist and Survey for briefings for inter-agency work months before they were able to submit the Survey to ATT-BAP. Other States have informed us during these meetings that the Survey has been completed, but that it was awaiting official sign-off. We also used these meetings to hold consultations with many States, including Burkina Faso, Dominican Republic, Ghana, Iceland, Jamaica, Latvia, Liberia, and Zambia, regarding their Surveys in advance of their submissions or to talk to States about making their Surveys publicly available if they had previously been private.

Through all of these engagements, ATT-BAP has sought to support regional initiatives to promote effective implementation of the ATT by providing tools and resources for government officials and civil society to utilize.
REGIONAL ACTIVITIES USING ATT-BAP TOOLS

CARICOM: The ATT-BAP project team worked with CARICOM countries to transfer the information in their adapted Surveys into the format appropriate for ATT-BAP and have held meetings with various government officials providing guidance for filling out their Surveys.

EU: The Federal Office of Economics and Export Control (BAFA) of Germany said: “The Arms Trade Treaty-Baseline Assessment Project’s Ratification Checklist and Survey are excellent tools not only for assisting states to conduct their own internal assessments for complying with the obligations contained in the ATT, but they have also been taken into account in the development of materials for the EU ATT Outreach Project (ATT-OP). The project team has done an excellent job in clearly identifying key ATT implementation areas.” The EU ATT-OP uses the ATT-BAP Baseline Assessment Survey as a tool for conducting an initial assessment of a partner State’s system and capacities for implementing the ATT.

Pacific Island States: Materials were provided for the promotion of ATT-BAP tools for use by Pacific Island States:

- Provided a PowerPoint presentation and supplemental materials to the government of Australia for use in a workshop in Fiji in August 2015 on ATT implementation. In particular, the ATT-BAP Survey was used as the basis for the training. States were also assisted in completing their Surveys.
- Provided ATT-BAP-specific information to the Pacific Small Arms Action Group (PSAAG) for their publication Arms and Ammunition in Oceania (August 2015).
- Provided PSAAG with a PowerPoint presentation and supplemental materials for a workshop on ATT implementation for Pacific Island States on 2 September 2015 that used ATT-BAP as an effective tool for Treaty implementation.

West Africa: Three West African States have already completed their ATT-BAP Survey, but others have requested additional information and guidance on reporting. The ATT-BAP team provided a PowerPoint presentation and supplemental materials – including USBs – to Saferworld for their Arms Trade Treaty implementation meeting, which took place in Ghana in November 2015 to support reporting efforts.
THE ATT-BAP TEAM

Rachel Stohl and Paul Holtom conceived of ATT-BAP together and are together responsible for its day-to-day operation, management, and strategic planning. As project director, Stohl is responsible for the overall coordination and direction of ATT-BAP. She conducts research, writes substantive reports, participates in international and regional meetings, organizes ATT-BAP events, manages the web developer, engages stakeholders, and regularly liaises with governments and funders. As project co-director, Holtom conducts research, writes substantive reports, participates in international and regional meetings, engages stakeholders, and regularly liaises with governments and funders. The project’s research assistant supports the project in the implementation of all project activities and maintains and updates the online Project Portal. ATT-BAP also utilizes the skills and knowledge of Stimson’s program manager to monitor and track project spending, facilitate financial reporting, and assist in communication with vendors, as well as make travel arrangements and support meeting preparations. ATT-BAP also relies on a graphic designer to lay out publications for printing, design publication covers, and design graphics for publication and website content. ATT-BAP has also hired an external information technology firm – Media Frontier – to design and maintain the Portal and undertake other IT efforts (see below).

Rachel Stohl

Rachel Stohl directs this project. She is currently a senior associate with Stimson’s Managing Across Boundaries (MAB) Initiative. Her areas of expertise focus on issues relating to the international arms trade, including small arms and light weapons, as well as children and armed conflict.

Prior to joining Stimson, Stohl was an associate fellow with Chatham House, the Royal Institute of International Affairs, from 2009-2011. She was a senior analyst at the Center for Defense Information in Washington, DC, from 1998-2009. Stohl also has been a consultant for many international organizations, including Oxfam, Project Ploughshares, SIPRI, the Small Arms Survey, and World Vision. She served as a Scoville Fellow at the British American Security Information Council in Washington, DC, and worked at the United Nations Center for Disarmament Affairs in New York and at the Program for Arms Control, Disarmament, and Conversion in Monterey, California.

Stohl was the consultant to the UN ATT process from 2010-2013 and was previously the consultant to the UN Group of Governmental Experts (GGE) on the Arms Trade Treaty in 2008 and the UN Register for Conventional Arms in 2009.


Stohl holds an MA in international policy studies from the Monterey Institute of International Studies and an honors BA in political science and German from the University of Wisconsin-Madison. She is an adjunct professor at Georgetown University.

Paul Holtom

Dr. Paul Holtom is the project’s co-director. He is a senior research fellow at the Centre for Trust, Peace and Social Relations at Coventry University (UK) and is a non-resident fellow at Stimson. His main areas of research relate to monitoring international arms transfers, promoting greater transparency of international arms transfers, and strengthening arms transfer controls to prevent illicit trafficking.
Dr. Holtom was previously a senior researcher with the SIPRI Arms Transfers Programme and Director of the program during 2009-2013. He has also been a consultant for several NGOs (Oxfam, Saferworld, the Small Arms Survey) and regional and international organizations (the Council of Europe, Organisation for Security and Cooperation in Europe and the United Nations Development Programme). Dr. Holtom was the consultant for the 2013 GGE on the UN Register of Conventional Arms.

Dr. Holtom holds a PhD and MA in Russian and East European Studies from the University of Birmingham, UK. He is an Honorary Research Fellow of the University of Birmingham and a member of the International Programme Council of the Small Arms Survey.

**MEDIA FRONTIER**

A key component of ATT-BAP, and a direct indicator of its added value, has been the Project Portal. ATT-BAP benefited from a valuable partnership with its IT consultant, Media Frontier, in developing and providing a high-quality and easy to use product. Media Frontier is a creative digital consulting agency that specializes in a digital spectrum of marketing and communication activities that help clients achieve their objectives. Their services range from audience research, analysis and strategic consultancy to creative design, video animation, and delivery of great-looking functional websites and mobile applications. Their aim is to create relevant and long-lasting digital connections between their clients and their client’s multiple audiences. They work internationally but understand the value of being local. Media Frontier consists of a team of first language English digital communicators, with multi-language delivery skills, working locally across the complete digital spectrum from their Geneva headquarters and with offices in Zurich and London.

An essential component to ATT-BAP’s success with Media Frontier was their flexibility. Because we developed the project in conjunction with States and in several phases, Media Frontier was able to develop and design the Portal in such a way as to be able to add new components as they were needed. We maintained regular communication with Media Frontier in order to address new developments, update and upgrade the Portal and the country profiles and database. This piecemeal approach to website development allowed ATT-BAP to add new components after receiving feedback from States. For example, after first developing the Portal and the initial ATT-BAP tools, we then were able to add the online survey submission process, then the country profiles, and then created the database. After initial testing and use by States and other stakeholder partners, we were able to adapt the Portal to include variations in how the ATT-BAP Survey information could be retrieved and presented to users. We were also encouraged to add a resource section to hold ATT-BAP project reports and the online reporting video and tutorial.
ATT-BAP was designed as an interim measure to track progress towards ATT implementation and support State efforts prior to the establishment of the ATT Secretariat and an ATT Monitor. ATT-BAP has identified seven key lessons that led to project success.

First, ATT-BAP was not branded as an initiative of a particular organization but as a self-standing initiative with a limited mandate and duration – i.e., to provide services and tools for States and civil society in support of effective implementation of the ATT until the ATT Secretariat was established. ATT-BAP was only intended to be in existence for as long as needed until the Secretariat was up and running and always intended to have a limited duration. This brought challenges for the organizations in which the project team is located, but clear benefits for ATT-BAP’s profile, outcomes, and success. From its inception, ATT-BAP always intended to support the establishment of the ATT Secretariat’s initial infrastructure and ultimately hand over ownership of the online portal. Although there has been no guarantee that States will support the proposal for the Secretariat to take up and use the architecture developed by the ATT-BAP team with regards to implementation, reporting, and assistance, the project tools and online portal have been developed with sustainability in mind. The project team met with all of the potential hosts of the ATT Secretariat and discussed allowing them, once the Secretariat was established, to use ATT-BAP as the backbone of Treaty reporting on national control systems. ATT-BAP has maintained those conversations with the Government of Switzerland, UNDP, and the provisional head of the Secretariat to ensure that ATT-BAP resources are available if deemed helpful for the establishment of the Secretariat and its infrastructure. ATT-BAP has never been motivated by sustainability for the project itself, but rather for the tools it has developed to be adopted by other stakeholders and users, in particular the ATT Secretariat.

Second, to achieve the project goal of “putting itself out of business” so as to have ATT-BAP’s infrastructure picked up by the ATT Secretariat, it was essential to have the buy-in of key stakeholders. Throughout the project, ATT-BAP has worked with a variety of States, UN, regional, and international organizations as well as civil society to develop ATT-BAP tools and promote the Survey. ATT-BAP was also able to be responsive to stakeholder needs so as to ensure that the project helps in facilitating, and ultimately achieving, the end goal of effective ATT implementation. All ATT-BAP tools have been discussed and tested in workshops with an informal group of State and non-State supporters, and where possible, tested at various stages of development.

Third, flexibility in project design was critical. Creating a model that can adapt to inputs from and insights of key stakeholders as well as external variables (unknown entry into force date; changing date of the Conference of States Parties, for example) was crucial to the project’s success. It also enabled the project to capitalize on unexpected opportunities and interest. Although ATT-BAP adopted an initial work-plan and timeline, the project quickly found that it would need to adapt to government input and unexpected, but positive, outcomes. For example, ATT-BAP was delighted to learn that the ATT-BAP Survey was being adapted to fit regional needs and requirements. CARICOM used the Survey to develop its own regional assessment of current Treaty implementation efforts and needs. The CARICOM version was completed by seven CARICOM Member States: Antigua and Barbuda, Belize, Grenada, Jamaica, St. Kitts & Nevis, St. Lucia, and Trinidad and Tobago. Some of these countries used the CARICOM-based version as a stepping-stone for completing and submitting the full version of the Survey, while others allowed ATT-BAP to publish their CARICOM versions in the Country Profiles and Online Database. ATT-BAP’s openness and non-proprietary nature and flexibility contributed to success such as this.

Fourth, ATT-BAP sought to provide good, cost-effective solutions for challenges faced by key ATT stakeholders. It looked for synergies and did not seek to duplicate work already being undertaken by other organizations. It chose commercial service providers following competitive tendering processes in order to save costs and use limited resources effectively. In addition, ATT-BAP did not jealously guard its resources and materials but looked to share these with other stakeholders to maximize outreach, impact, and awareness at every turn. Fifth, an important factor in the success of ATT-BAP is the credibility of the team, which consists of well-known experts in the field of arms transfer controls and arms transfers, and
the ATT in particular. Rachel Stohl served as the UN consultant to the ATT from 2007 to 2013 as well as to the UN Register in 2009 and was a known entity to many States, government officials, the United Nations and its regional centers, and civil society. Paul Holtom’s service as consultant to the UN Register in 2013, as well as his long and respected career at SIPRI, also led him to be a known quantity to States, the United Nations and its regional centers, and other civil society groups. This enabled ATT-BAP to gain access to key meetings and events and enable the expert consultations discussed above. In addition, it enabled the development and delivery of tools in a cost-effective and timely manner because of the team’s experience and expertise.

Sixth, although the team consists of native English speakers, it was clear that it was important to try to provide as many materials as possible for States and other key stakeholders in languages other than English. In particular, we responded to requests for the Survey to be translated into Arabic, French, and Spanish. Although no States have yet completed the Arabic version of the Survey, five States completed the French-language Survey and seven States completed the Spanish-language Survey. At the ATT-OP roadmap activity in Senegal, there was appreciation of the French-language version of the Reporting Guidance Notes. Based on this experience, it should be a priority for the Secretariat to translate the final reporting templates, after adoption at an ATT CSP, into at least French and Spanish. Consideration should also be given to translating other materials – and perhaps part of the ATT Secretariat website – into these languages.

Finally, ATT-BAP was dedicated to the purpose of sustainability and took a long-term view of effective implementation. ATT-BAP maintains a clear plan for short- and long-term maintenance of the Project Portal and Online Database. In the short term, the project will continue to work closely with its IT developer to enhance the Portal's functionality and usability for the benefit of Member States, the UN, regional organizations, and civil society. In the long term, ATT-BAP will hand over control of the Portal to the ATT Secretariat or even to the ATT Monitor to support continued work towards Treaty implementation. And, if stakeholders are unwilling to take on ATT-BAP in its current form, the ATT-BAP team will work with States, the UN, regional organizations, and civil society to share lessons learned on reporting on ATT obligations and the establishment of the project, and will maintain the Portal for the foreseeable future.
MEDIA FRONTIER’S LESSONS LEARNED

Media Frontier has been in a working relationship with the ATT-BAP team since early 2014. Media Frontier has undertaken multiple projects for ATT-BAP, from large-scale budget web development and video production projects, to smaller ones such as document design. Five key lessons regarding the development of the ATT-BAP project have been drawn by Media Frontier after two years of working together.

First, distant offices are not an issue. There is a 6 hour time difference between Geneva and Washington, D.C. and one hour between Geneva and London. Arranging meetings and calls might have been difficult 10 years ago, but thanks to the technology available today, multi-location meetings are not an issue. The time difference isn’t a challenge either as both teams are always flexible with their time availability.

Second, it is possible to work in multiple locations. Between the ATT-BAP and Media Frontier there are three different office locations – Washington, DC (USA), Coventry (UK) and Geneva (Switzerland). Usually synchronizing our calendars for meetings and calls was easy, however, because of various local holidays and other work commitments, the decision-making process was slower as people needed more time for approvals due to their time differences.

Third, effective Skype communications with all team members works. Although there are time differences to account for, all team members agreed to regular Skype calls throughout the projects so that communications could stay regular and effective. It meant that even without face to face meetings, project issues could be discussed and decisions made together, ensuring that milestones could be met efficiently and on time.

Fourth, it is important to have a client who knows their aims and objectives. It is extremely beneficial to a project when the client knows and communicates their aims and objectives right from the project kick off, and we have always found this to be the case with ATT-BAP. It has kept the project streamlined and focused, which helps us to develop to the highest standard.

Fifth, it helps to have a client who trusts our expertise and advice. While the ATT-BAP team knows their end goals, they have also shown a great deal of trust in Media Frontier by listening to any technical or strategic suggestions that we have made. ATT-BAP’s confidence in Media Frontier’s abilities has allowed our team to develop the best solution.
ATT-BAP has benefited from the generous support of a variety of partners and has received funding from the Governments of Australia, the Netherlands, Norway, Switzerland, and the United Kingdom, as well as from UNSCAR (United Nations Trust Facility Supporting Cooperation on Arms Regulation). In addition, the project has benefited from its partnerships with States, the UN Office of Disarmament Affairs and its regional centers, regional organizations (including CARICOM and the European Union), Control Arms, and several other civil society organizations.

For more information, visit the Arms Trade Treaty-Baseline Assessment Project Portal at www.armstrade.info or contact us at ATT@stimson.org

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