SECURITY SECTOR REFORM: POLICY AND MANAGEMENT ASPECTS

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PARLIAMENT OF MONGOLIA & DCAF

- Roundtable on “The Role and Responsibilities of Parliamentary Committees in Security Sector Oversight and Security Sector Governance”
- Series: Democratic Institutions, the Security Sector & Security Governance
- Ulaanbaatar, 18-19 November 2013
OUTLINE

- Design and implementation of security policies
- Roles of Parliament
- Key management principles
- Conclusion: Transparency, Accountability, Integrity
POLICY

- Security, defence, intelligence, etc.
- Why we need to clarify the term
  + “post-Soviet understanding” – clear delineation b/n goals and means, roles of “politicians” and “experts”
- Modern understanding
  + Goals and objectives (“Ends”)
  + Strategy (“Ways”)
  + Organizations & resources (“Means”)

POLICY MAKING CYCLE

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<th>Goals &amp; Objectives</th>
<th>Risk</th>
<th>Strategy</th>
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EXECUTIVE VS. LEGISLATIVE FUNCTIONS

* The executive arm has the lead in developing and implementing policy
  + Adequate, effective, affordable
  + In line with broader societal interests
  + According to international norms
* The parliament holds the ‘power of the purse’ as well as other oversight role instruments
Goals & objectives

Strategy

Instruments

Resources

Security sector organizations
Coordination (‘Chain of Command’)
Cooperation with international and non-governmental actors

Goals & objectives

Strategy

Instruments

Resources

Personnel strength
Materiel
Defence Technological and Industrial Base
Infrastructure
Utilisation
BENCHMARK

- Parliament guides (and sets constraints), sanctions policy, oversees implementation and holds the executives accountable

- Policy is
  - Adequate to the security environment
  - Acceptable – by society, ‘international community’
  - Affordable
  - Balanced

- Risks are understood and properly addressed

MANAGEMENT

- Concepts, methods and techniques originating in the business community

- Focus of efficiency
  - Achieving set objectives with minimum resources
  - Achieving maximal results with designated resources

- Transfer of management approaches and tools from business to public organisations

- Different from ‘command’
KEY MANAGEMENT ISSUES

- Applicability of the set of quality management principles, as described in the ISO 9000 series
- Measuring results and performance
- Instruments, available to Parliament

QUALITY MANAGEMENT PRINCIPLES

- Customer focus
- Leadership
- Involvement of people
- Process oriented approach
- System approach
- Continuous improvement
- Decisions are based on facts
- Mutually beneficial relations with suppliers
MANAGING RESULTS AND PERFORMANCE

- Input (personnel strength, infrastructure, platforms, budget)
- Output (capabilities, level of readiness)
- Outcome (context/ country specific)
- Systems of balanced indicators (mission, customer-oriented, financial, internal ‘business’ processes, learning and growth)
- Measure!
- Independent audit (NAO, other sources, including academic departments and non-governmental think-tanks)

TRANSPARENCY

- Clear decision making process
- Clear and realistic decisions
- Information is available to parliament and society
- Regular reporting; reports are validated/audited
- Information is used to hold the executive accountable
IN CONCLUSION: REFORM AGENDA

- Transparent security, defence etc. policies (adequate, acceptable, affordable) and process of its formulation (e.g. involving stakeholders)
- Transparent process of translating policy decisions into practice & oversight
- Hold the executives accountable for (1) results and (2) performance /efficiency/
- Nurture and use alternative sources of expertise; create a corps of civilian experts on security and defence

REFERENCES

- ISO 9001:2008 “Quality management systems — Requirements”