

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
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 - ▶ Strategic Security & Defence Management, <http://defencemanagement.org/>

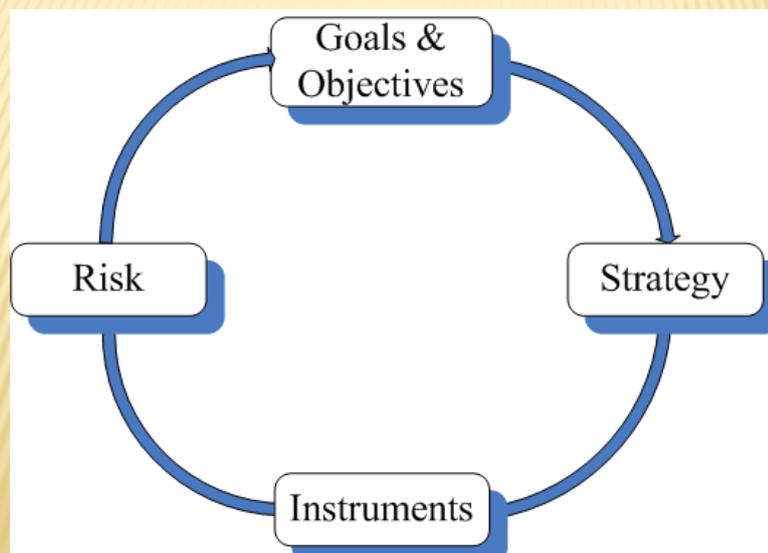
OUTLINE

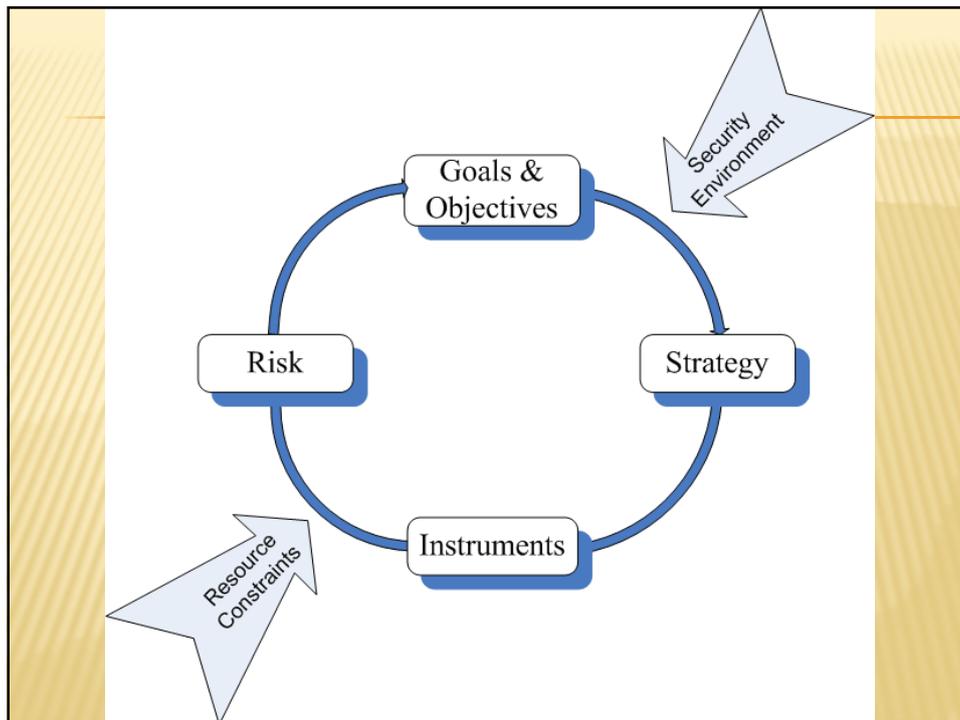
- ✘ Design and implementation of security policies
- ✘ Roles of Parliament
- ✘ Key management principles
- ✘ Conclusion: Transparency, Accountability, Integrity

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”)

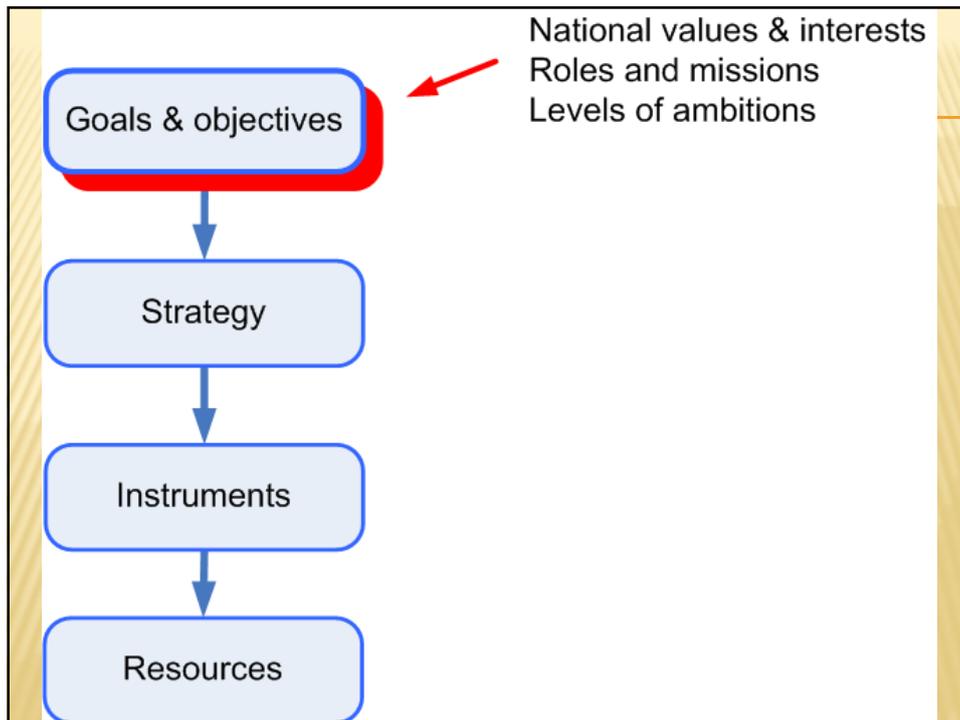
POLICY MAKING CYCLE

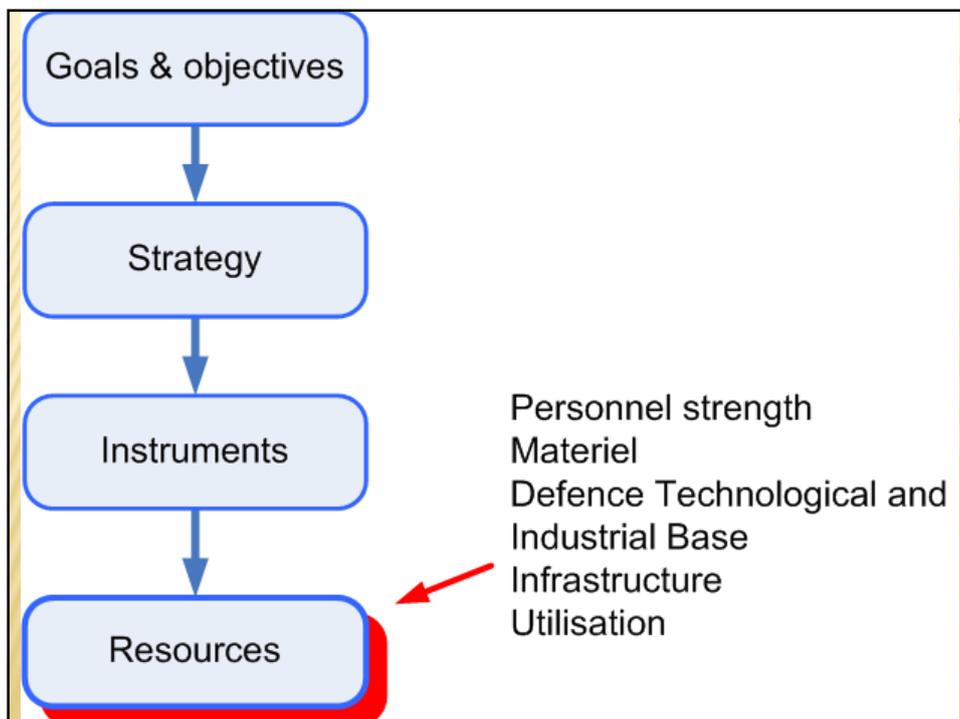




EXECUTIVE VS. LEGISLATIVE FUNCTIONS

- ✘ 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





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 of 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

- ✘ Hari Bucur-Marcu, Philipp Fluri, and Todor Tagarev, eds., *Defence Management: An Introduction* (Geneva, Geneva Centre for the Democratic Control of Armed Forces, 2009), www.dcaf.ch/Publications/Defence-Management
- ✘ ISO 9000:2005 “Quality Management Systems. Fundamentals and Vocabulary”
- ✘ ISO 9001:2008 “Quality management systems – Requirements”
- ✘ Henry Bartlett, G. Paul Holman, Timothy E. Somes, “The Art of Strategy and Force Planning,” in *Strategy and Force Planning*, 4th ed. (Newport, R.I.: Naval War College Press, 2004), pp. 17-33.