

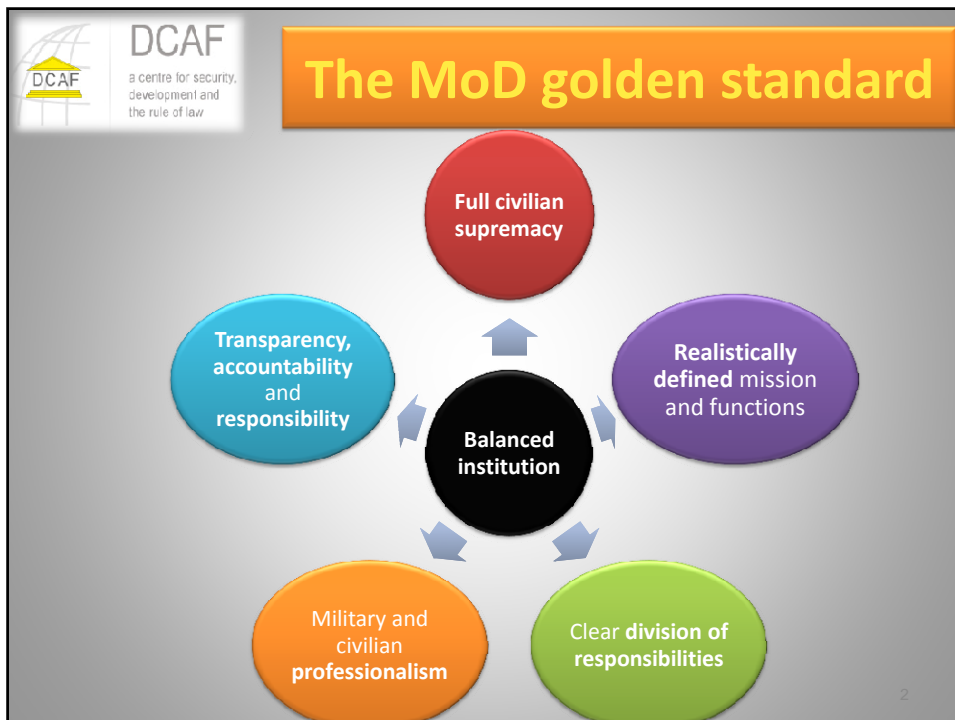
 **DCAF**
a centre for security,
development and
the rule of law


Session 2: Institutional Perspectives & Reform Priorities


How to develop an **effective, efficient**
and **democratic** defence
the lessons we are

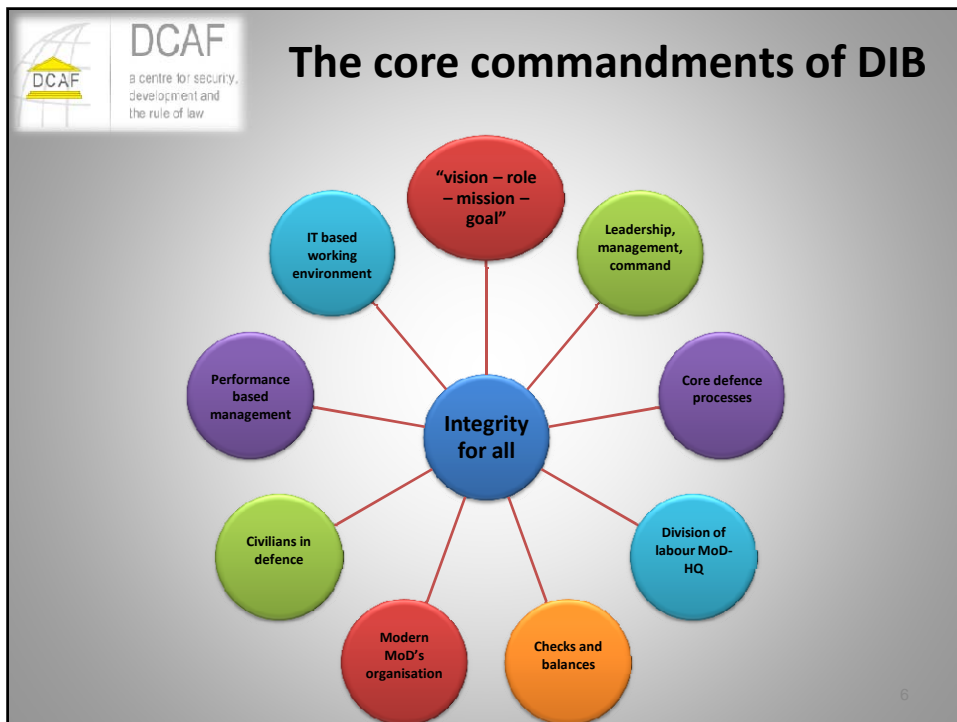
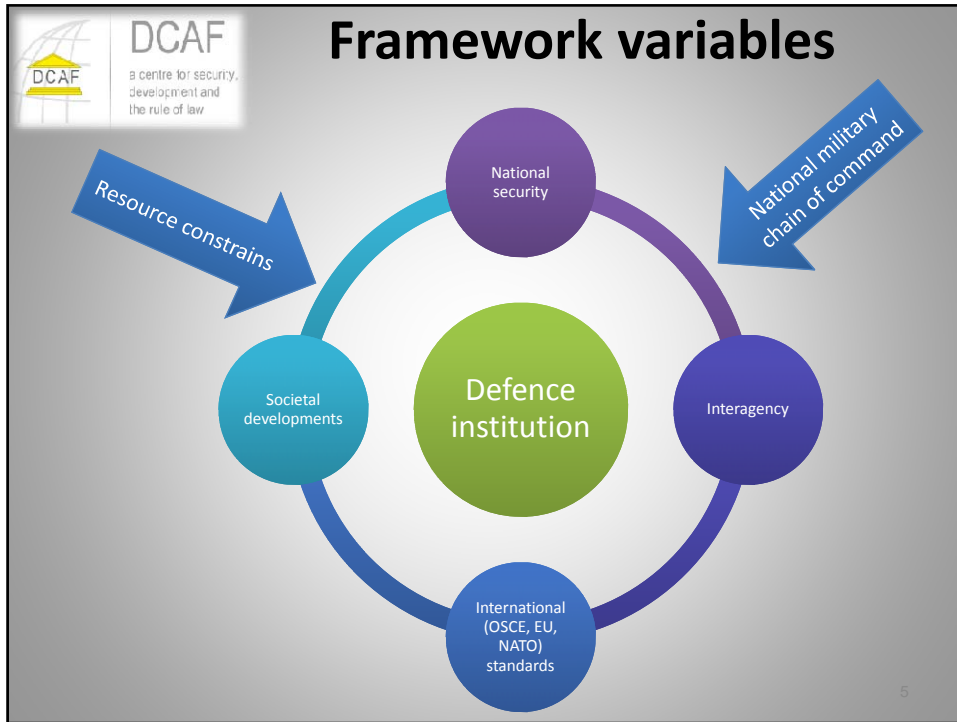


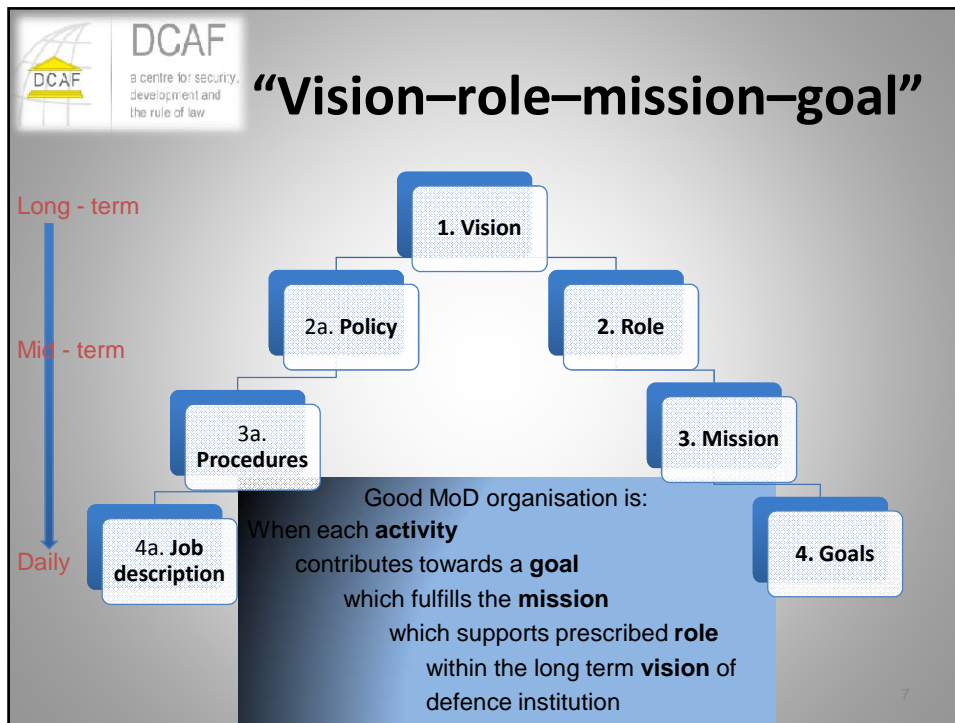
Valeri
Tbil



 <h2 style="margin-left: 20px;">Introductory Q&A</h2>	
Questions	Brief Answers
What makes MoD an institution?	- Norms, procedures, leadership, traditions, professionalism, performance, integrity, achievements
Why MoD is different?	- Manage policy that is aimed to defend the national interest of survival from armed attack
What makes MoD effective?	- Ability 1. to win any war, 2. to perform defence policy duty
What makes MoD efficient?	- To achieve more with less resources
What makes MoD Democratic?	- Transparency, accountability, and responsibility
What makes MoD modern?	- Professionalism, management, IT, global applicability, flexibility, adaptability

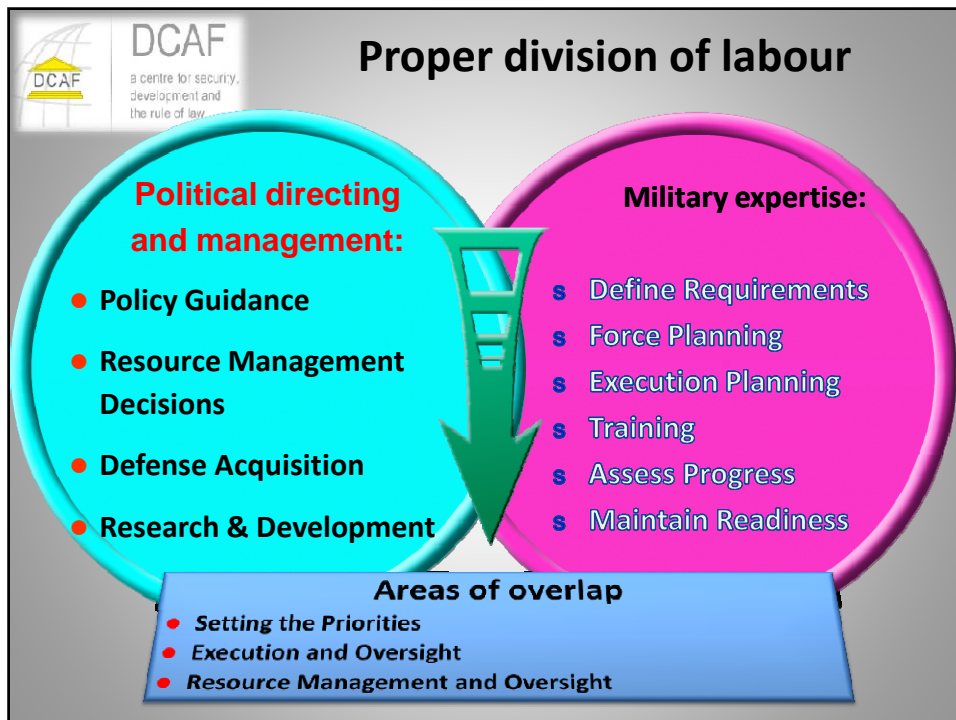
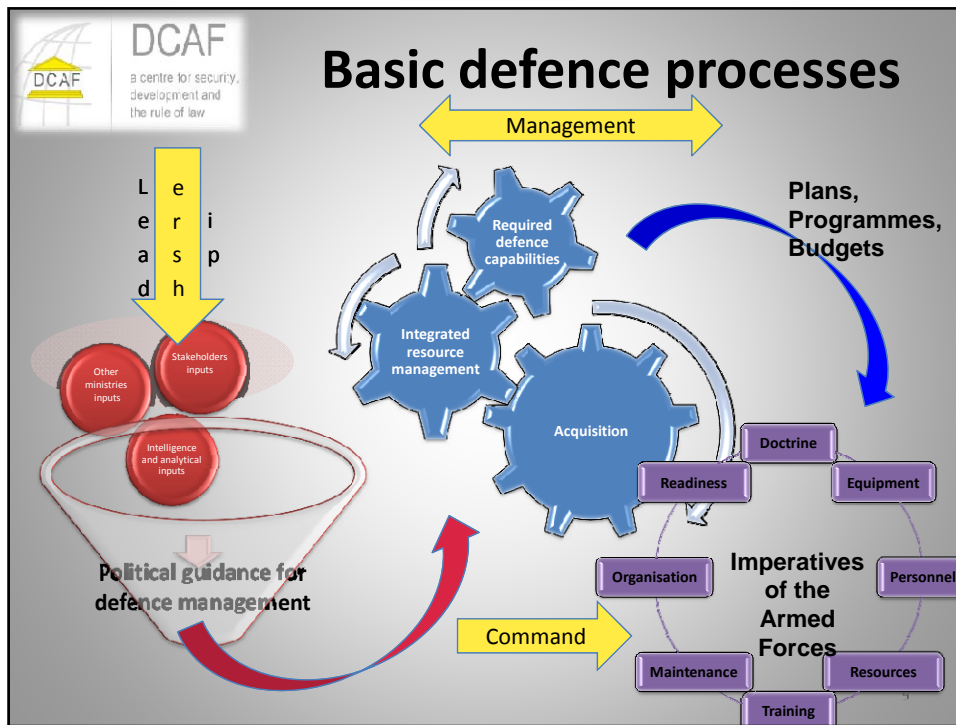
 <h2 style="margin-left: 20px;">There is always a need and room for improvement</h2>		
<p>Both international security and internal socio-political environments are extremely dynamic:</p>		
Positive	Negative	Challenges
<ul style="list-style-type: none"> • Global war of low probability • Enhanced mutual interdependence • Downgrade of the military solutions • Refocus from security towards development • Faster development of civil societies • Growing military professionalism 	<ul style="list-style-type: none"> • Regional instability • Unresolved disputes • Challenged identities • Fragmented and dispersed threats • Limited military solutions 	<ul style="list-style-type: none"> • New military missions • New capabilities • New professional requirements • New structures • New management practices – focus on strategy and management • Integrity – an overall paradigm • Decline of defence expenditures

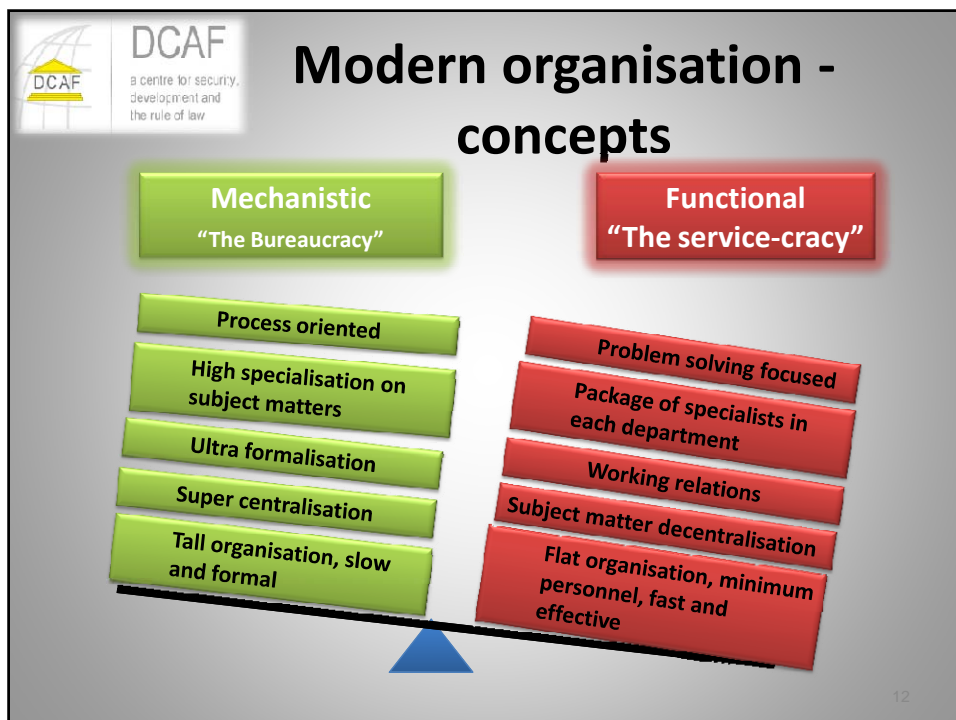
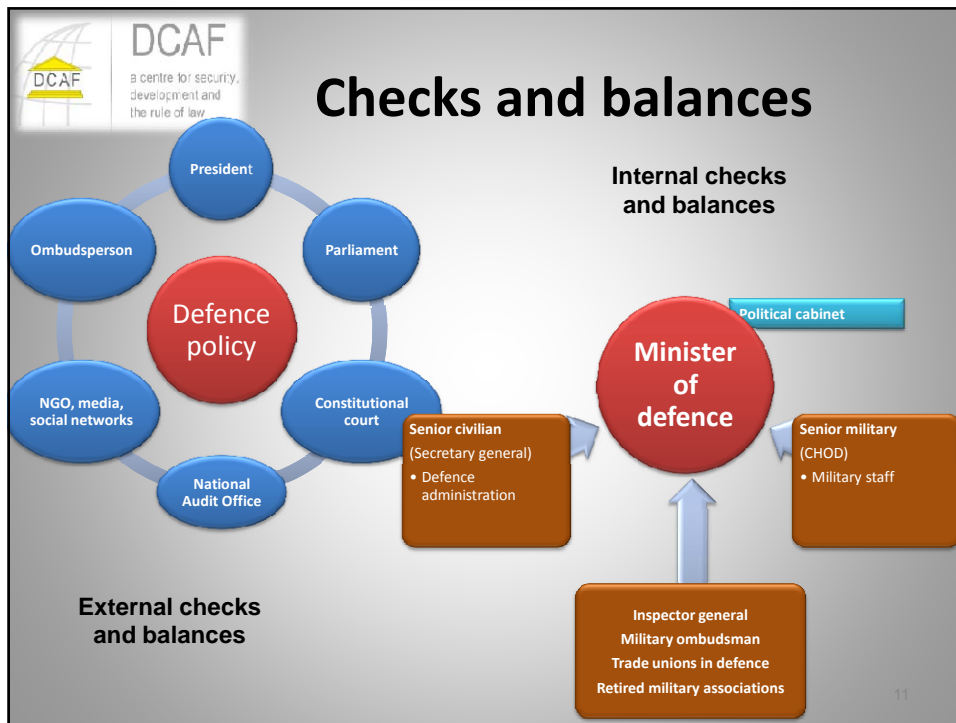


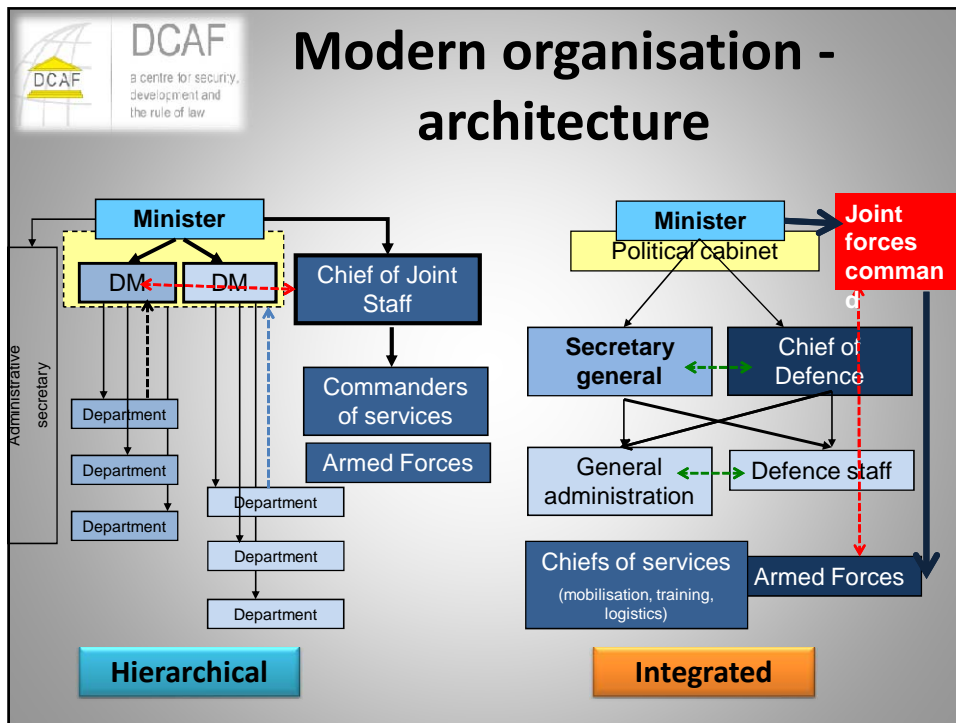


Leadership, management, command (LMC)

- Different concepts, require relevant organisation and rules
- All they need *a CAR*
 - **Competency**: physical, intellectual, interpersonal and emotional
 - **Authority**: legal and personal
 - **Responsibility** extrinsic and intrinsic
- Effective LMC demands a **balance** amongst competency, authority and responsibility build through **legal, organisational, and resource decisions**







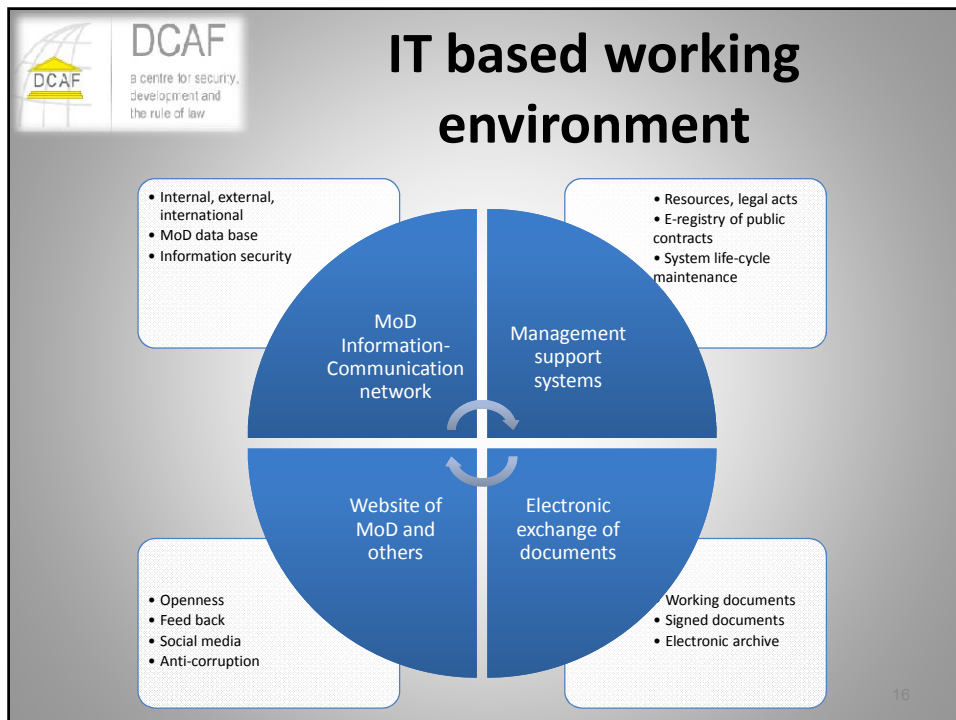
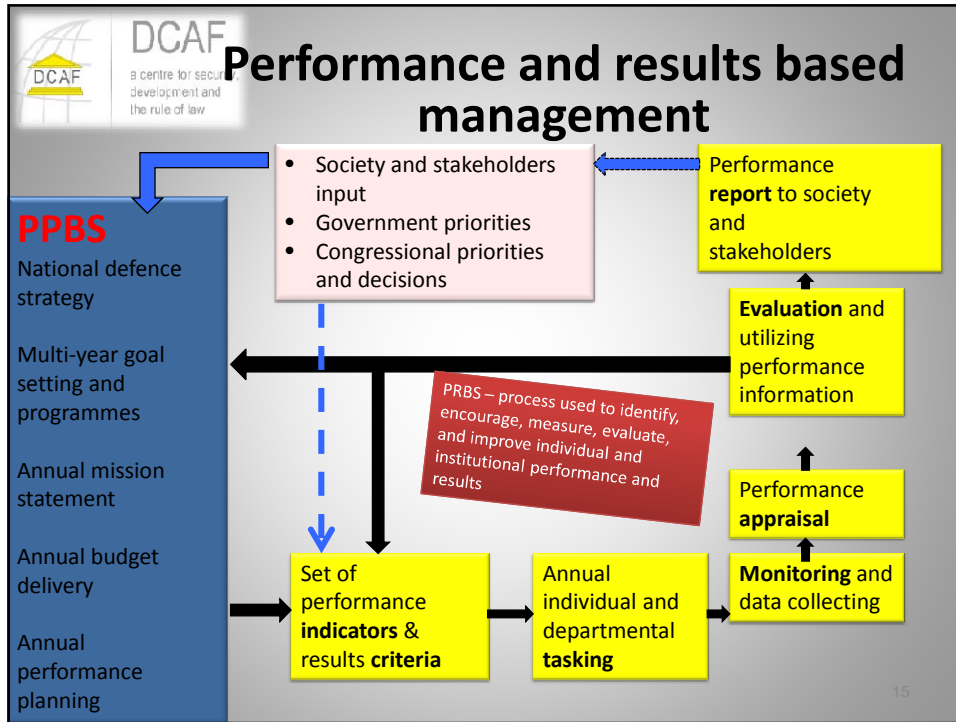
Civilian in defence

WHY CIVILIANS IN DEFENCE:

- Political directing and control**
 - Keep the military within its constitutional role
 - Help the military become an effective national security tool
 - Provide the best military within reasonable resources
 - Improve the military ethos and morale while keeping societal integrity
 - Meet the political and public demands of transparency
 - Improve the legitimacy of the military service and civil-military relations
- Civilian expertise and mentality in defence management**
 - Add expertise to traditional military practices
 - Raise difficult questions
 - Introduce social, political, humanitarian, and resource considerations
 - 'Soften' the effect of hierarchy and subordination
 - Expand the positive sides of military ethos
 - Improve military-society relations
- Save money from costly military positions**

(A photograph of a soldier in a black uniform saluting is shown on the right side of the slide.)

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The slide is titled 'Experts community may help...'. It features a bulleted list of four points. In the top left corner, the DCAF logo is displayed with the text 'DCAF a centre for security, development and the rule of law'. The title 'Experts community may help...' is centered at the top.

- Working together with international organisations
- Helping to your own self-assessment and institutional design
- Selecting benchmarks and proposing relevant standards
- Providing training for MoD servants and the parliamentary staffers and consultations/orientation for the members of parliament on DIB