Challenges of Security Sector Reform: Institutional Experiences

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Ideal security sector has:

- **Up-to-date security strategy**, which has been publicly debated and approved by the parliament;
- Relevant to country’s security environment **inter-agency arrangements**;
- Adequate arrangements and **access to intelligence**;
- **Credible resource-based plans**, controlled by the Parliament on what is done and how resources are used;
- Sized, trained and equipped **organisations** to meet national and international obligations and objectives;
- **Appropriate legislative underpinning** to support national plans and international objectives;
- **Effective arrangements for public information**, both to ensure transparency in respect of national policies and security forces activities and to respond to points of public and media concern;
- **Accountability** to the national parliament and public.
Sources of deficits

- Counterproductive traditions within the security sector
- Irrelevant (lack of) political and civilian control
- Chronic underfunding
- Mentality and security culture of the professionals and public, over-secrecy
- Poor legislation
- Corruption and low effectiveness
- Lack of public confidence that security is for the people

Focus 1: Create reform-focused policy and programmes

- Developing a relevant SSR strategy:
  - No single model
  - If the specific political, economic and social context is not taken into account, reform is likely to fail
  - Start from the threat, not with the structures

- Ownership and inclusiveness:
  - Are the key security actors willing to reform?
  - Are all relevant actors included in the process?

- Programmes:
  - Institutional programmes are easy; sectoral are unique!
  - Capabilities based planning;
  - Management instead of bureaucracy
Focus 2: Interagency approach

- **Arguments:**
  - **New threats:** Multiple sources, very dynamic; mixed character: global-regional-national, external-internal; do not attack attributes of the state, but policy, business and the way of life
  - **Boarders are not frontiers:** difficult to secure
  - **Globalised Mongolia:** business first; foreign is now local;
  - **Information is critical:** collection and sharing in real time
  - **Rapid reaction is vital**

- **Principles:**
  - Synchronised **legislation**
  - Coordinated **goals** and targets assignment
  - Coordinated **capabilities-oriented** programmes
  - Joint **education** and training

Focus 3: Integrity

**Sources of Corruption in Security Sectors**

- **Lack of political will** to recognise that the problem exist
- **Irrelevant autonomy** – **no supervision and accountability**
- **Irrelevant secrecy**
- **Lack of systematic education and training** on ethics and counter corruption
- **Poor management** in:
  - Personnel policy
  - Procurement and offset arrangements
  - “Urgent” needs and decisions
  - Peace operations; and security operations
  - Military and police business
Focus 3: **Integrity**

**Challenges to democratic security sector reform**

- **Conceptual**
  - Difficult to frame national security in terms of scope, depth, time, and actors
  - New roles and missions of the traditional security sector organisations

- **Political**
  - Lack of political will (and capacity) for security sector reform (SSR) while growing public dissatisfaction and expectations
  - Foreign policy is a part of the SSR
  - Too much relay on professional expertise
  - Misbalance between roles, missions, operations and resources

- **Sustainability of reforms:**
  - SSR is more than the institutionalisation of laws and practices: It is a social process that may take a long and complex path
  - Like democracy itself, SSR is an on-going process in which no society will ever achieve perfection