

# Security Sector Transformation as a Change Management Initiative in the Security Area<sup>1</sup>

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**Key words:** *security sector reform, integrated security sector, civil security, transformation, operational analysis, change management*

**Abstract:** This paper presents experience in building operational analysis capacity in support of security sector transformation during the transition period for Bulgaria from 1997 to 2007 (since decision to apply for joining NATO till full membership in both NATO and EU). Focus is on development of a new concept of civil security, required integrated security sector to support it and possible role of academic structures in change management process. Practical experience in building center for operational analysis and computer assisted exercises in the Institute of Parallel Processing – Bulgarian Academy of Sciences is discussed. Possible regional role of the developed capacity is presented in the context of NATO and EU policy in SEE and WBSA.

**Introduction: Transformation as a change management initiative.** This paper presents development of the operational analysis expertise in support of security sector transformation. It is connected with the more theoretical paper of Mr. Niemeyer (*NATO Project Director for NATO Sfp 981149 Project*) on the role of the operational analysis and modeling & simulation in the security sector transformation as well as paper of Dr. Tagarev (*Co-director for NATO Sfp 981149 Project*) on capabilities based planning as an instrument for transformation. In addition a group of young scientists from Center of Excellence in Operational Analysis (CoE-OA or COA), demonstrated at this Advanced Study Institute (ASI) the computer assisted exercise package, developed to support change management process for the integrated security sector around civil security concept.

Key idea is to present the academic support to Civil Security concept development and experimentation<sup>2</sup> as a tool for transformation and alliance cohesion in the region as well as to emphasise the role of education for reform initiative of NATO as key element of change management agenda in support to defense institution building. Operational analysis (OA) is considered as a key tool for integrity building in the defense establishments.

The goal is to provide background and example for Wider Black Sea Area (WBSA) nations from the Bulgarian experience in research, education and training, implementation of the new concepts in the process of security sector reform using different type of NATO and EU sponsored projects, national mechanisms and integration between them for achieving synergy. Most of all the paper represents bottom up approach driven by academic community and non-

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<sup>1</sup> This publication is supported by NATO's Scientific Division in the framework of Science for Peace Program - Project SFP-981149 (2005-2007) *CoE in Operational Analyses* (<http://www.gcmarshall.bg/sfp981149/>)

<sup>2</sup> Shalamanov V., The concept of Civil security as a Tool for Security sector Integration and Regional Cooperation in the Wider Black Sea Area, in *Establishing Security and Stability in the WBSA*, Edited by Peter Volten and Blagovest Tashev, IOS Press, 2007, pp.193-202

governmental organizations (NGO), which if combined with top down approach from political leadership and administration and supported through public-private partnership by industry could provide strong base for transformation of the security sector.

**Civil Security Concept Development and Experimentation.** Security environment in South East Europe / Wider Black Sea Area (SEE/WBSA) is seriously changed as result of dual EU/NATO enlargement in 2004<sup>3</sup>, followed by 2007 further EU enlargement as well as new programs / policies of US, NATO and EU in the region. Globally the “security and stability” question was covered by many studies accomplished and focus on Crisis Management was identified as a key challenge<sup>4</sup>. This is because of a high speed in the development of the situation and a new scope of:

- risks activated to form the situation;
- citizens involved / impacted by the situation development;
- involved institutions (local, district, national, regional, global);
- required resources as quality and quantity;
- legal norms activated;
- the cooperation on the ground.

These characteristics are requiring new level of Alliance cohesion as well as putting emphasis on change management with focus on unity and diversity. There is a clear trend from National Security to Civil Security and this requires Strategic Review for Transformation to Integrated Security Sector. The challenge of such transformation in Bulgaria requires establishing of National Academic Security Sector Transformation Center (SSTC) between Center for National Security and Defense Research in the Bulgarian Academy of Sciences (CNSDR-BAS), Defense Staff College, Academy of Ministry of Interior (MoI), and existing since 2002 Security Sector Reform Coalition led by the Atlantic Club and George C. Marshall Association – Bulgaria supported by sound base of the operational analysis and modeling & simulation in the Institute of Parallel Processing. The SSTC is supported from National Science Foundation (NSF – National Fund for Scientific Research) project and is focusing on development of Methodology for Security Sector Transformation (SST) Support as well as development of Universal Combined Joint Task List (UCJTL) for Crisis Management / Civil Security and Combined Joint Capabilities Planning.

The real challenge in the area of security is transition to comprehensive approach with citizen in the center of the concept and efforts of the security sector. Having in mind this idea of Civil Security the next challenge is to have common space of the same level of security for the citizen for the whole Euroatlantic community. This even more complex concept requires many elements to be explored, to include:

1. Crisis management and Integrated Security Sector as an answer to the Civil Security challenge<sup>5</sup>;
2. Command and Control Dilemma and C4ISR Architecture for Crisis Management;
3. Operational procedures for integrated incident, emergency and crisis management;
4. Governance Model of the integrated system for incident, emergency and crisis management, incl. financing of the system development and life cycle support;

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<sup>3</sup> Dr. Velizar Shalamanov, Security Cooperation Opportunities in the Wider Black Sea Area, in *NATO Defense College Occasional paper 11*, “The role of the Wider Black Sea Area In future European Security Space”, pp. 33-46, NDC 2005.

<sup>4</sup> Velizar Shalamanov, New Challenges for Crisis Management – pp. 41-46, in *Crisis Management in the Republic of Macedonia*, MoD of Macedonia, Skopje - 2005., 130p.

<sup>5</sup> Shalamanov V., The concept of Civil security as a Tool for Security sector Integration and Regional Cooperation in the Wider Black Sea Area, in *Establishing Security and Stability in the WBSA*, Edited by Peter Volten and Blagovest Tashev, IOS Press, 2007, pp.193-202

5. Computer Assisted Exercises (CAX) as a tool for Change Management in the area;
6. Building Common Space for Security and Safety in Euroatlantic / Transatlantic Area;
7. Special attention to democratic control of integrated security sector as a key requirement in order global security to be harmonized with democracy.

One of the key issues for transformation is the new view to the security sector as really integrated network organization on local, central, regional and global level.

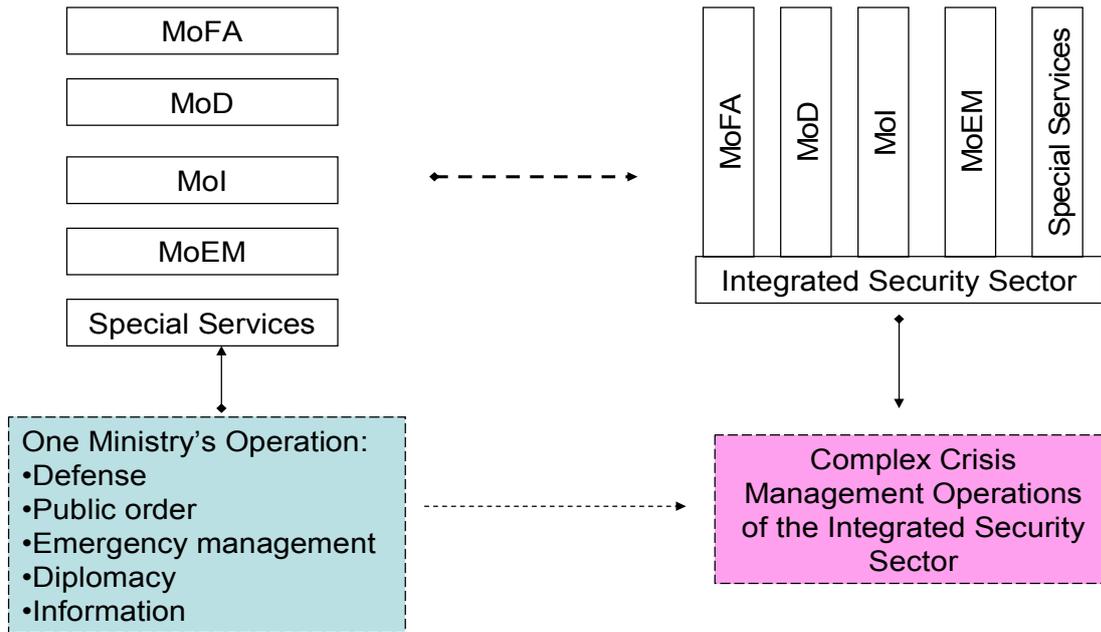


Fig. 1 Third Generation SSR for Integrated Security Sector

Current structure of the security sector to include different institutions with monopoly over use of force or information operations in support of use of force is mirroring the structure of well defined and separate operations of use of force / information support to use of force. At the same time nowadays security environment defines the need for complex crisis management operations where interagency, international, joint, private-public cooperation is essential. This reason drives integration in the security sector, where different institution keep their identity together with the opportunity to form combined interagency joint forces for specific complex operation with change of the mix of forces in different stage of operation or when moving from one to another operation in the same region. The last emphasize the requirement not only for horizontal integration – between agencies, but for vertical one – between operations with different intensity and scope.

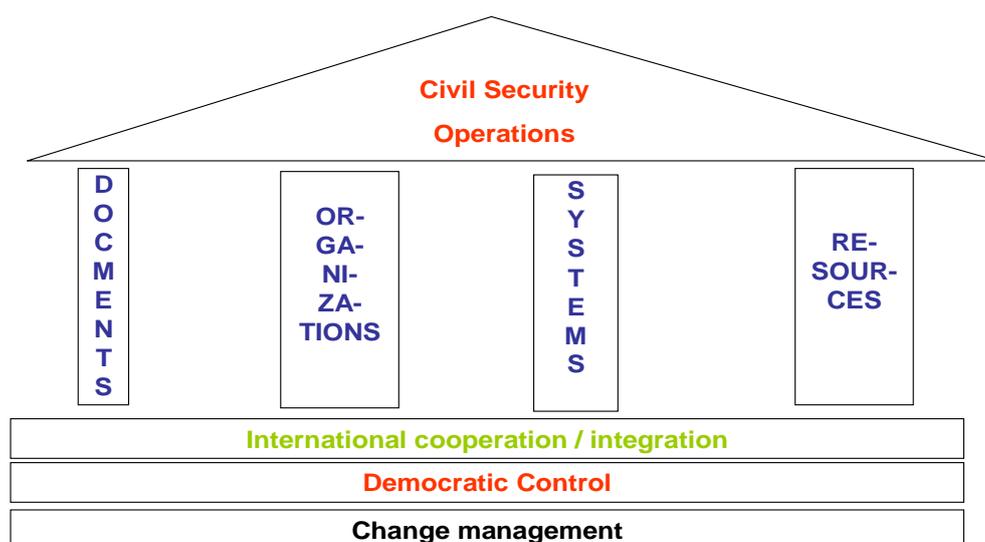
Integrated security sector as a product of a third generation of security sector reforms (see Fig. 1, where MoFA is Ministry of Foreign Affairs, MoD – Ministry of Defense, MoI – Ministry of Interior, MoEM – Ministry of Emergency Management) is not a traditional centralized security organization, but concept for organization of institutions, participating in this network in order to be able to work together, to support each other, reinforce each other, where for every certain operation one institution has a lead according to the legal status of the operation.

On Fig. 1 this transition from set of organizations, responsible for specific operations to an integrated security sector enabled to implement complex incident, emergency, crisis management operations is presented schematically.

This vision for the integrated security sector is based on concept of Civil Security. The ultimate goal of the Security Sector is security / safety of the citizen – it means Civil Security – the roof of the Security Temple presented on Fig. 2. This is the central point in planning of the security system. In the past there were, especially in defense area different concepts – enemy / threat oriented planning, capabilities oriented planning, operations (effect based operations) oriented planning, but key even for military operations is the security of the

citizen. It means that the whole transformation process is focussed on providing integral security for the citizen, where the planning process still could be described as capabilities oriented, scenario based and concept driven with serious role of resources and legal environment (limitations).

In order to achieve Civil Security through effective operations the security sector needs its four main pillars (see Fig. 2) – documents (starting from Constitution of the country or International agreement, through strategies and doctrines, laws, down to annual reports and white papers), organizations (from combat units through command structures up to management and oversight organizations), systems (from lethal weapon systems, through support / logistic elements, up to C4ISR systems) and of course resources (financial, material, human, informational and even time).



**Fig. 2 Temple of security**

In order the pillars to be able to support Civil Security through operations, there is a need to lay tem on three fundamentals – international cooperation and especially higher level – integration in security alliances; democratic control, based on transparency and accountability; and of course most serious requirement in global world – strong capacity for change management in order to adapt all elements above to the new evolving situation.

**Change Management Concept as a Base for Transformation.** As it was proven in the process of defense reform effort<sup>6</sup> 1998-2001 in Bulgaria, based on Parliament approved Military Doctrine and Government approved Defense Reform Plan 2004 / Membership Action Plan 2004, for effective change there is a need for *Vision, Faith, Will and Capabilities*<sup>7</sup>. Some general aspects of change management are fully applicable:

- *In security area current change is a Radical one – so it requires Reengineering of the processes;*
- *Leadership and effective IT Governance are of key importance;*

<sup>6</sup> Velizar Shalamanov, Self-Assessment Studies – A Country-by-Country Analysis: Bulgaria, pp. 33-54, in Defense And Security Sector Governance and Reform in South East Europe, Eden Cole / Timothy Donais / Philip H. Fluri (Eds.), NOMOS, 2005, 268 p.

<sup>7</sup> Bulgaria's Way – A Book for the Partners, Bulgarian MoD, 1999, Sofia

- *Current change is crucial Cultural issue for members of the security sector and society at large;*
- *Change could be successful only based on shared Values, Vision, Strategy, with strong Team and effective Communication;*
- *Visible success stories and orientation to results are required from the very beginning;*
- *“Change the people or change the people” principle to resolve the issue of agents and stoppers of change is difficult challenge but a must for success;*
- *Consolidation of the change has to start from the very beginning and only success in this process will lead to success of the whole change management project.*

Change management in the Security Area has some specifics to be considered carefully by the different sides involved. Some of them are really critical for the process:

- *Political and Public support is required in order to start and pursue change;*
- *Constitutionally level agreement and legislatively democratic environment is needed in order to have allies internally and abroad;*
- *Concept, Doctrine, Plan for the change are required and to be publicly accepted;*
- *Legislation for the specific rules of transition;*
- *Organizational development / institution building for stability and continuity of change;*
- *System development and acquisition for support of the institutions in performing their missions;*
- *Resource Management and program budget for transparency, accountability and efficiency;*
- *Personnel Management for the effective use of the most critical resource;*
- *Operations of the security sector to be tested and to develop new ethos are essential, but this requires planning, performance and assessment mechanism to be established.*

Having in mind these specifics next requirement is to have set of effective Instruments for Change Management in the Security Sector, to include:

- *Analysis and assessment capacity in security area;*
- *Concept development / scenario development tools to support planning;*
- *Public debate and democratic decision making mechanisms established;*
- *Life cycle management institutions for the key systems required;*
- *Capabilities development base for achieving steady process of change;*
- *Technology demonstrations to be able to acquire hands-on practice before critical procurement decisions;*
- *Experimentation and Exercises for Integration of new capabilities into the integrated security sector architecture;*
- *Education and training in support of personnel development and building larger base of understanding;*
- *Operations command and control network for successful deployments.*

Change Management Issue (Transformation) of the security sector to address new missions and for regional cooperation required very strong Academic Support in order to define, experiment and implement a comprehensive Civil Security Concept. The areas to be covered include at least:

- Political and legal framework to guide and support integrated security sector: Strategic Review of the Security and Security Sector;
- Enterprise Architecture Governance Methodology for third generation of SSR;
- Tools for support of Enterprise Architecture Governance Methodology for third generation of SSR, including Computer Assisted Exercises (CAX).

After first steps accomplished in Bulgaria, the key positive move was the exercise EU Terrorist Acts Consequence Management in SEE-(EU TACOM SEE-2006), that could be considered as a case study on Civil Security driven SST. Characteristics of the computer assisted exercise (CAX) used as an instrument of change management are positioning the efforts in this area as one of the first priorities<sup>8</sup>.

Bulgarian experience proves that national base for supporting SST as change management process requires:

- Strategy and Implementation Plan with Parliamentarian Support;
- Office of Transformation;
- Center of Operational Analyses (COA) to support Concept Development and Experimentation /Advanced Technology Demonstrations (CDE/ATD);
- Acquisition Agency;
- Involvement of National Research and development / Science and technology (R&D / S&T) Community;
- Involvement of National Defense Industry;
- Involvement of the other industries.

Key element in implementing this concept is the CoE-OA developed under NATO Sfp981149 project, but next important step is its positioning as engine of change among all other involved in the process institutions<sup>9</sup>.

CoE-OA is used to support development of a Joint Training Simulation and Analysis Center on Civil Security (JTSAC-CS) for:

- Concept development and study of political / legal framework, scenario development within the framework NATO Advanced Research Workshops (ARW);
- Architecture development and assessment within the framework of Scientific Coordination Council on Civil Protection (SCC-CP) especially its group on Emergency Management System and Critical Infrastructure Protection (EMS & CIP) as well as performed in 2006 Integrated Emergency Management System Feasibility Study in Bulgaria (sponsored by US Trade & Development Agency);
- CAX for experimentation, training, knowledge acquisition with EU TACOM SEE-2006
- Change management: planning, costing, performance measurement, reporting with development of Ministry of State Policy on Disasters and Accidents (MoSPDA)
- Knowledge management and education / training with Defense Staff College (DSC), Academy of MoI (AMoI), University of National and World Economy (UNWE), Sofia University (SU) and National Training Center Directorate of MoSPDA.

Such a way SST process will have strong research infrastructure to support operational analysis and computer assisted exercises as a main tools for CDE in change management.

**Center of Operational Analysis as a toolbox for SST support.** In order to institutionalize the toolbox for transformation of the security sector initial steps to fulfill the functions of

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<sup>8</sup> Shalamanov V., Integration of C2 and M&S Elements in CAX for Crisis Management, in Scientific Support for the Decision Making in the Security Sector, IOS Press, NATO Science for Peace Series, ISSN 1874-6268, 2007, pp. 50-61.

<sup>9</sup> Shalamanov V., The concept of Civil security as a Tool for Security sector Integration and Regional Cooperation in the Wider Black Sea Area, in Establishing Security and Stability in the WBSA, Edited by Peter Volten and Blagovest Tashev, IOS Press, 2007, pp.193-202

COA and CAX environment were taken by Command, Control, Communications and Computers (C4) department in the Institute of Parallel Processing – Bulgarian Academy of Sciences (IPP-BAS).

C4 department in cooperation with other departments in IPP-BAS and other institutions as Institute of Mathematics and Informatics (IMI-BAS), Space Research Institute (SRI-BAS), DSC is providing following services through its two divisions (see Fig. 3.):

- *Planning and project management and assessment for research projects and CAX, incl. Quality Assurance (QA) and change management*
- *Scenario development and analysis, incl. M&S in support of operational planning and CAX*
- *Low cost CAX environment to support activities from planning to lessons learned (LL)*
- *Decision support in emergency management and security sector planning*
- *In addition cooperating with the Defense Staff College - capabilities based planning support for the security sector using scenarios and acquisition planning and life cycle modeling to support procurement decisions*

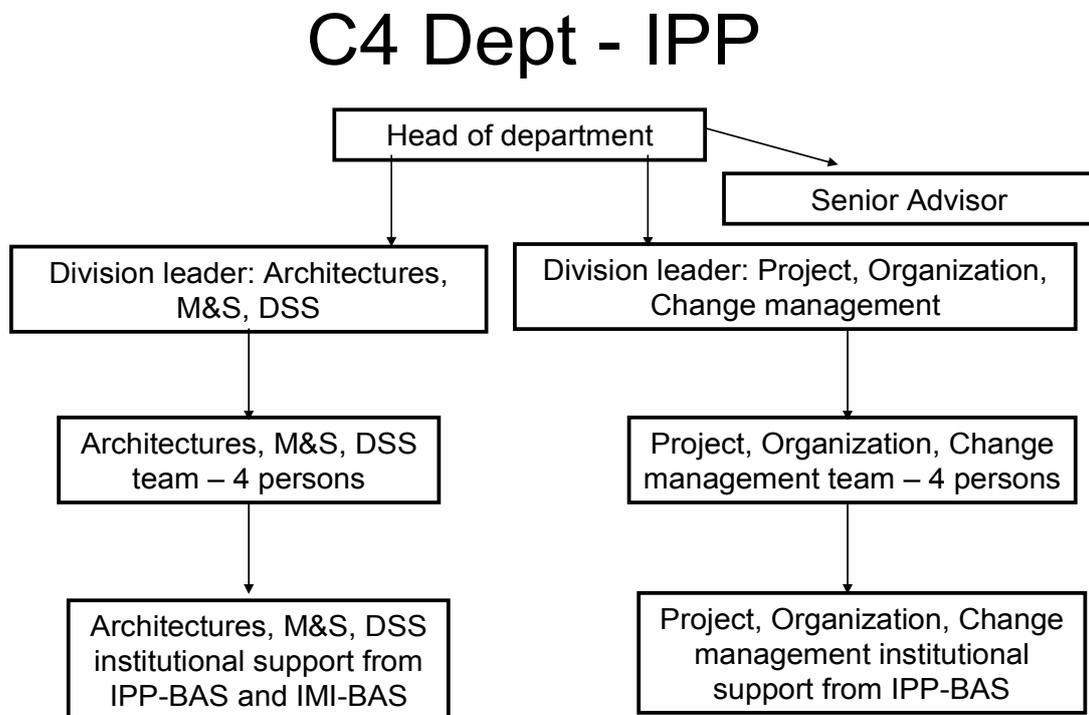


Fig. 3 . Formal organization of the C4 dept. in IPP-BAS as a base for OA and CAX research infrastructure in Bulgaria.

Based on these services several training courses were developed and provided for both master and PhD students:

- PhD courses in IPP:
  - Project, Organization, Change and Risk Management
  - Architectures, M&S, Decision Support Systems in Integrated Incident-Emergency-Crisis Management Systems
- Master Program University courses:
  - International security
  - Crisis Management

- Security Sector Governance / Transformation
- Defense / Security Policy and Planning
- Information Resources Management in the Security Sector

C4 Department, considered as Center for Operational Analysis and CAX is part of the network of clients and partners:

- Clients:
  - NATO, EU and other international organizations;
  - National ministries as: MoSPDA, MoD, MoI, Ministry of Economy and Energy (MoEE), MoFA as well as Ministry of Health (MoH), Ministry of Agriculture (MoA), etc. in the context of the exercise EU TACOM SEE-2006;
- Partners:
  - George C. Marshall Association, Atlantic Club, Center for SEE Studies (CSEES), Center for Black Sea Security Studies (CBSSS) and other NGO;
  - CNSDR-BAS, IMI-BAS, SRI-BAS, Institute Geophysics (IG-BAS), National Institute of Hydrology and Meteorology (NIHM-BAS) and other academic institutions;
  - Defense Staff College, UNWE, Sofia University and other universities;
  - Winbourne & Costas, Electron Progress, Telesys, Imbilty and other small and medium enterprises (SME).

In this sense efforts of the OA / CAX team are only small part of the larger process of consolidated academic, NGO and SME endeavor to participate in and support with specific capabilities the process of security sector transformation. Such process evolutionary could define National Security Research Program as part of NATO and especially EU efforts to improve level of coordination, cooperation and synergy in the area. Because of the specifics of the security area there is a need for the administration to recognize importance of such a network and to become key player from the demand side.

On Fig. 4 the process of development of operational analysis competences is considered as an example of the developments in NGO / academic side. This figure simplify the reality to the personal experience of the author and focus mostly on defense sector and academic / NGO sector, but even with these limitations could be used as an argument for required consolidation after six years of establishing small entities as agents of change in different stakeholders areas.

Operational analysis was selected as one of the aspects of academic support to security sector transformation because of the nature of the discipline – requiring close cooperation between decision makers, analysts, mathematicians, programmers, subject matter experts. Other closely related discipline is training, especially using CAX and because of that these two are covered by C4 department in IPP-BAS.

On the Fig. 5. other aspect of capacity development is addressed using available information for Integrated Emergency Management System (IEMS) projects in BAS, as closely related to the development of Civil Security Concept.

What is specific for the presented process is its bottom-up character and support from NATO, EU, US. As a matter of fact we have to recognize interest from the Standing Government Commission for Protection of Population with establishing in 2003 of the Scientific Coordination Council on Civil Protection (SCC-CP) with 7 expert committees (the one with transformational role is EC#7 on Emergency Management System and Critical Infrastructure Protection – EMS & CIP). The Scientific Coordination Council was dismissed in 2007.

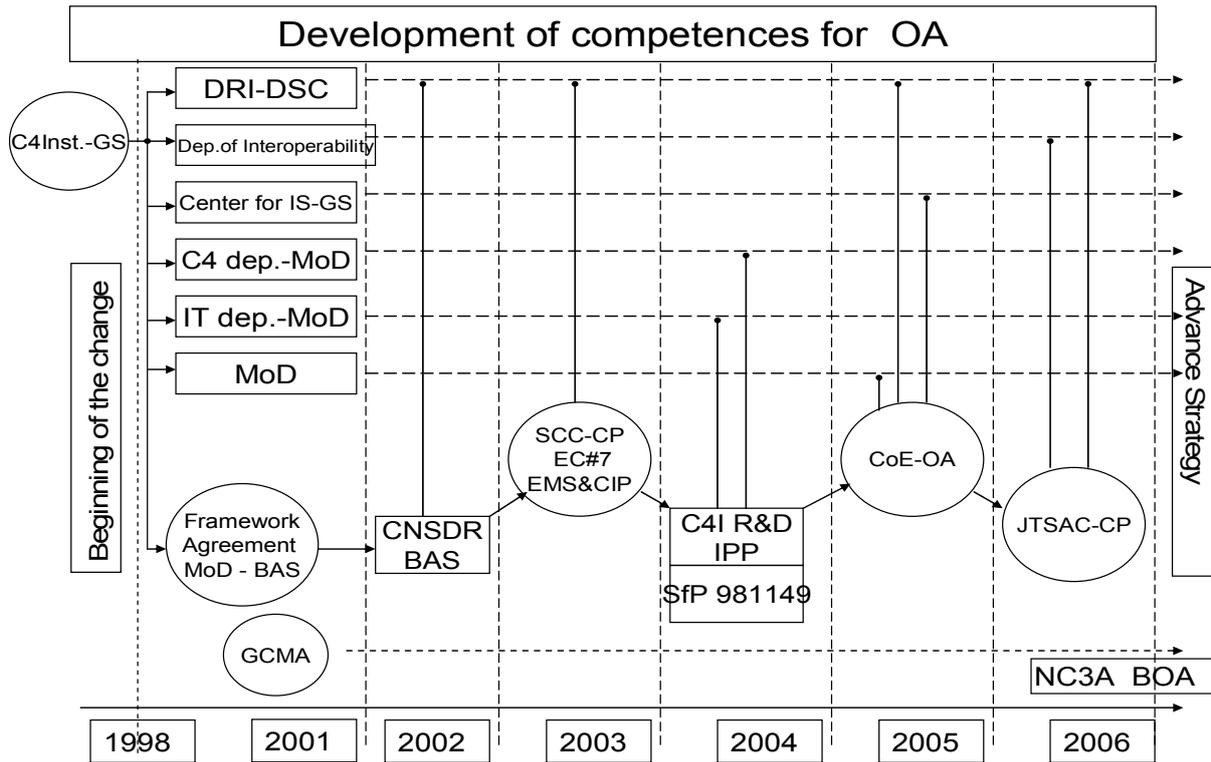


Fig. 4. Development of the OA competence in the period of change.

There are no other inter-ministerial coordination bodies to coordinate research and academic support to security sector transformation, that is considered by us being a serious problem for civil security and integrated security sector concept implementation.

### Related and Support Projects to IEMS in BAS

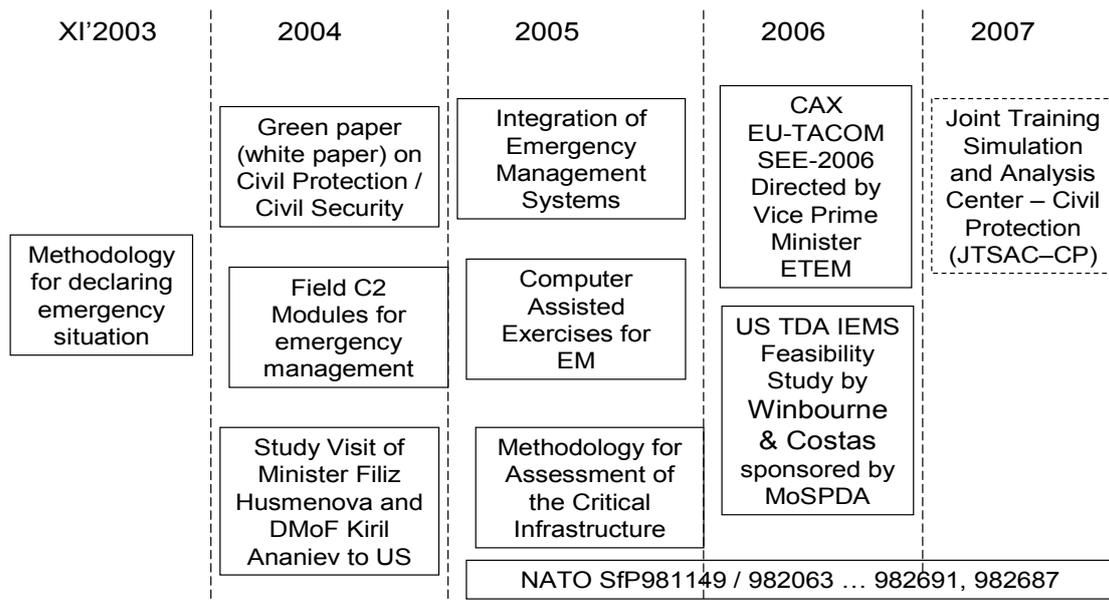


Fig. 5. Some related to emergence management projects in Bulgarian Academy of Sciences.

Formally inter-ministerial council on mobilization readiness and military-industrial complex could play such a role if scientific coordination committee is established to deal with the issue, but currently there is no such body and only coordination mechanism exists in the framework of the Center for NS and Defense Research – BAS (CNSDR-BAS), focussed mostly on internal coordination for the institutes of BAS dealing with security research on voluntary basis.

We have to consider that bottom up approach has limitations in security research area – even when it comes to civil security.

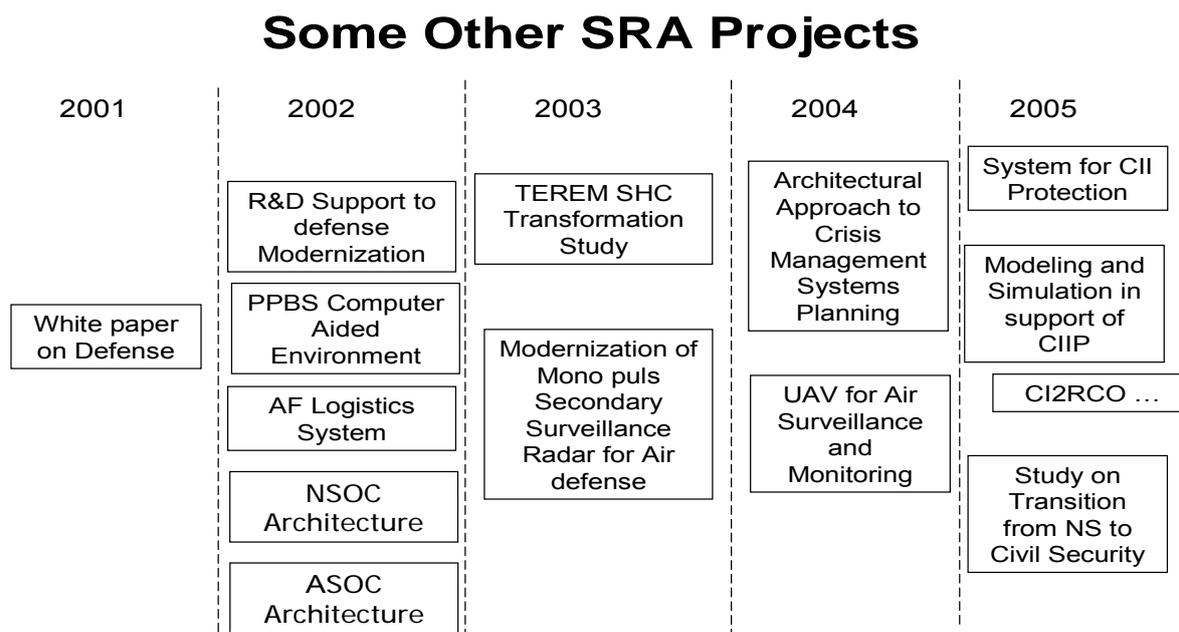


Fig. 6. Some other security research area projects in the Bulgarian Academy of Sciences.

Some other security research area projects, coordinated by CNSDR-BAS are presented on Fig. 6 in order to provide support to the need for National Security Research Program for consolidation of bottom up activity going on in Bulgaria<sup>10</sup>. Participation in the European Security Research and Innovation Forum (ESRIF) could help to develop the national research program through the instruments of the National Fund for Scientific Research. Another important issue is this of public – private partnership and the role of SME in the process of CDE, especially in the context of the offset programs along defense modernization contracts<sup>11</sup>.

Both projects from Fig. 5 and Fig. 6 as well as developments in OA area presented on Fig. 4 are to prove the need for consolidation and greater role of demand side for strengthening security research base on national level in order to be capable of effective participation of the processes on NATO and EU level and to provide regional dimension.

<sup>10</sup> Velizar Shalamanov and Irena Nikolova, “The Role of Research in Security sector Transformation”, in Bulgarian Integration into Europe and NATO: Issues of Science Policy and Research Evaluation Practice – NATO ARW, Borowets-2006, Bulgaria, Edited by Robert Crangle on CD

<sup>11</sup> Velizar Shalamanov and Irena Mladenova, “Cooperation among NATO and partner SME's in concept experimentation and advanced technology demonstrations”, in Defense related SME's: Analysis and Description of Current Conditions, Edited by Fernando Carvalho, IOS Press, pp. 88-105.

**Center of Operational Analysis in support of defense / force planning.** One of the positive examples in using operational analysis under initiative of the demand side – MoD could be used as a model in process of security sector transformation. In 2007 as part of NATO SfP981149 project and in coordination with NATO SfP982063 project a working session with the objective to discuss and define a structure and a sequence of actions for the defence planning process which can be applied in Bulgaria. A three days agenda of brainstorming among international Operations Analysts (UK, Norway, Canada, Germany, NATO) and experts from the MoD, General Staff and BAS was organised. The results were cross checked in a final session with the results of an international conference on models and simulations in support to force transformation.

After intensive discussion the following procedure was commonly seen as required:

- Identifying, understanding and describing the security environment of the nation (This input will come into the process by intelligence/security experts on the basis of a general trend estimation of potential futures; the input will be described via the explicit formulation of planning situations)
- Formulating and documenting the political guidance for the process (definition of objectives, timelines, available resources; establishment of the organisation, leadership, participation, responsibilities; guidance for the definition of and decision on the selection of planning situations; definition of the level of ambition)
- Development, description and agreement of a set of planning situations/scenarios (Planning situations are the quantitative basis for the follow on calculations. A first step in the methodology was demonstrated in the working session. It shows that a reasonable set of situations with sufficient detail and structure can be generated in relatively short time)
- Assessment and calculation of constraints and conditions, budget ceilings, legacy situation, etc. as trends for future developments ( The conditions for future force structures need to be defined, assessed and calculated in quantities/metrics in time steps; some political guidance is required, e.g. percentage of GNP for defence, conscript / reserve policy, etc)
- Calculation of capability requirements ( This calculation requires rigorous application of logic, reasoning and state of the art modelling as provided in the domain of operations analysis. The build up and continuity of expertise in this area is critical and at the same time a key for success of the process. It is recommended to use the NATO procedures; this provides the required and most convincing up to date standards)
- Definition of feasible force structure options in reference to the capability requirements (The feasibility of forces depends on the constraints and conditions; a ranking of force structure options is only possible on the basis of the accomplishment of the required capabilities for the planning situations)
- Analysis of the force structures:
  - Assessment of the value of the force structure vis-à-vis required capabilities for every scenario
  - Costing of the force structures in the framework of the constraints
- Identification of remaining risks ( Many planning situations will not be covered sufficiently by the defined force structure options, risks will remain due to gaps in the structure; this is essential information for the feed back into the political decision process<sup>12</sup>)

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<sup>12</sup> The presentation of these results can be based on tables, curves, graphs or plain text. Examples for table/matrix structures were discussed during the workshop and the final session. The modes of presentation will be developed after results are available, the best suitable will be selected.

- Reporting, documentation and presentation to the political level ( The presentation to the political level, the interpretation of the results is important to assure the understanding of limits and validity of the results<sup>13</sup>; the complete and for each domain readable documentation is important for reproducibility, critique and communication).

It is essential that the above packages of work follow a clear sequence of activity for the generation of input and output as seen on Fig. 7.

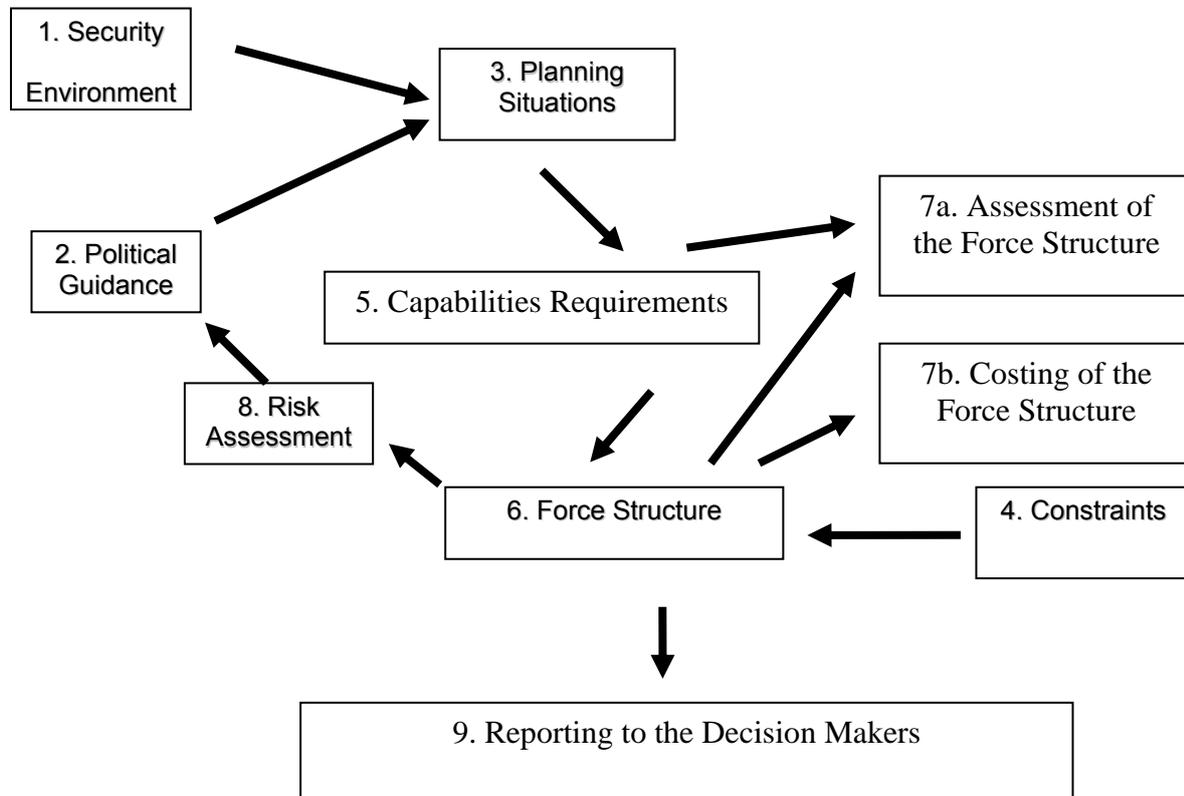


Fig. 7. Process of using OA in force transformation.

The decision on and the ignition of the process, the first step, has to come from the political guidance. The description of the security environment and development of planning situations can start immediately, in some aspects simultaneously. Also the generation (adaptation) of methodology for the generation of capability requirements and the work on constraints and conditions should be initiated immediately.

This feedback planning cycle should be repeated every two to four years; it includes the time required or the political decision and agreement process within the administration and political players, which leads in consequence to the political guidance. It is not part of the process as described herein.

Most essential in implementation of the process is:

- Transparency of the process. This implies the principal reproducibility of all calculations, the complete documentation of assumptions and data, a state of the art methodology and a reporting of results in understandable terms to a political, military and public audience.

<sup>13</sup> See footnote 2

- Joint approach. The definition of the problem, the objectives and the solution is within the political/military domain while the process and the methodology for the calculation are in the scientific/operations analysis domain. This leads to joint teams working on the above packages.
- Clear definition and allocation of responsibilities. The process requires rigorous and tight control of milestones and work planning in order to meet the overall objectives and delivery dates. The agreement process has to focus on the objectives and should lead to decisions in time; a pragmatic application of science methodologies has to be the basis of the work.
- Integration into the NATO planning process. This implies the consideration of NATO planning situations, force goals and the adaptation of the methodology for the calculation of capability requirements (JDARTS) as good as time and available expertise allows.

It is possible in implementation to follow a two track approach:

1. With first priority to accomplish the three month initial go around of this cycle knowing and accepting deficiencies, yet unknown and potentially within this time period unsolvable problems, and a pragmatic methodological approach.
2. In addition, although second priority during the first go around, a continuous work on force planning methodology is needed to develop and maintain a professional expertise in this area of operation analysis. This expertise will then be available with improved methodology and solutions in the following loops.

Required Decisions to implement in practice presented approach are:

1. Establish and agree on process as described
2. Identify organisations, allocation of resources, nomination of leading individuals to form even temporary Center of Operational Analysis (COA)
3. Definition of responsibilities
4. Set the milestones and a rigorous project control
5. Start the process
6. Provide consultations from experts from abroad – ACT, NC3A, countries with experience like - UK, Norway, Netherlands, Germany, Canada, US.
7. Link COA with the offset programs in order to provide longer term support to the decisions on force structure and procurement.
8. Start as a second track JDARTS/GAMMA implementation
9. Integration with M&S (CAX) activities of MoD/BAS (JTSAC).

**Bulgarian contribution to WBSA/SEE security.** Establishing of the national JTSAC-CS as result of NATO, EU and national projects as well as support provided by the Standing Commission on Protection of Population in the Bulgarian Academy of Sciences and facilitation provided by the Security Sector Reform NGO Coalition could be a step to development of a Regional (SEE/WBSA) Training, Simulation and Analysis Center on Civil Security. Such a step will contribute considerably to the establishing in future of Civil Security Coordination Center for WBSA (or soft security coordination center at large)<sup>14</sup>. National Joint Training Simulation and Analysis Center (JTSAC) on Civil Security (Civil Protection), established for EU TACOM SEE-2006 in the Institute of Parallel Processing (IPP-BAS) with a Government commitment could be very easy to be promoted as Regional (SEE/WBSA) JTSAC – Civil Security (Civil Protection).

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<sup>14</sup> Shalamanov V., The concept of Civil security as a Tool for Security sector Integration and Regional Cooperation in the Wider Black Sea Area, in Establishing Security and Stability in the WBSA, Edited by Peter Volten and Blagovest Tashev, IOS Press, 2007, pp.193-202

Transformation as a change management process is serious challenge for the every element of the Euroatlantic alliance. The cohesion in such complex mission is of great importance and Civil Security is just the area where US, NATO, EU could find common ground and of course could define and implement successful partnership programs with PfP, Mediterranean Dialog, Istanbul Cooperation Initiative partners, including recognition of the special role of Russia and Ukraine (actually CMEP and especially disaster relief cooperation, including establishment of Euro Atlantic Disaster Relief Coordination Center /EADRCC/ was an initiative coming from Russia in 1997/1998).

When it comes to SEE/WBSA there could be good complementarities between Regional Framework (incl. Black Sea Economic Cooperation - BSEC) and NATO Framework. Possible elements of this common framework could be:

- Working Group with leading nation and participation of others.
- Reporting to NATO through national missions.
- Forming a NATO project with participation of other willing NATO countries outside the region.
- Involvement of NATO agencies and working bodies.
- Joint implementation through regional structures.
- Extension to partners in the PfP/EAPC framework.
- Coordination with other institutions.

Involvement of other institutions and countries is of critical importance – especially to establish EU Framework and US involvement.

EU could be of indispensable importance in the area of Border security and Emergency management with attention to future role of the Battle groups and contribution from European Defense Agency (EDA) in research and development, and capabilities development.

US role in the area of joint training, joint modernization projects, joint deployment and visible military presence is posing serious responsibility for the development of the processes in WBSA.

OSCE, BSEC could play a role according to the internal readiness of these organizations. BSEC if accepting the reality of being clearing house between NATO countries (Turkey, Greece, Romania, Bulgaria), EU countries (Greece, Bulgaria, Romania), US as observer, key players as Russia and Ukraine and forum for Macedonia, Albania, Moldova, Georgia, Azerbaijan, Armenia to be in cooperative environment – could be key instrument of change management of the security environment in WBSA around the concept of Civil Security. It will be great example of US responsibility, importance of unity and diversity in the process of transformation with high degree of Alliance cohesion.

**Conclusions: Civil Society and Academic Sector support to Transformation.** In the area of security one serious dimension of transformation will require definition of Civil Security and definition of the Integrated Security Sector (ISS) as a goal for Third Generation of SSR. Academic Support to Transformation of the Security Sector to Integrated Network of Organizations is possible on three levels:

1. Increased role of CAX in SST to ISS based on CS Concept and JTSAC-CS as a main tool for CAX support in change management;
2. Education for Change Management – key instrument for change management (link with PfP Consortium and NATO Education for Reform Initiative);

### 3. Bulgarian contribution to the security in SEE/WBSA through Regional JTSAC-CS.

NGO and academic institutions were driving force for change and as a matter of fact most stable one for the last 18 years<sup>15</sup>. In the next 20 years changes will be not at a lower speed, scope and complexity. What is clear – the role of NGO, academic institutions, public diplomacy will increase and positive driving force for change will be the concept of Civil Security including in SEE and WBSA. At the same time consolidation of bottom up projects and greater involvement of demand side (Government mostly and local authorities) is required for the countries integrated as a new members of NATO and EU. In such situation these countries could play positive regional role.

Change management vision for academic institution as C4 department is to build capacity and network of clients and partners through international projects: NATO SfP/ARW/ASI; EU CAX and 7FP, Operational programs of EU for the country; USTDA Feasibility Studies / FMF; National programs – NSF, SCC-CP, Innovation Fund. Effective change management could be supported through education and training in the area of security.

Change management could be successful through enhancement of the interagency coordination / cooperation and involvement of the civil society and citizens themselves as well as through effective use of the instruments of the international cooperation.

Bottom line for the security sector transformation is the requirement for clear Vision, good Management and adequate Funding three of them could be effectively supported by operational analysis and computer assisted exercise capability.

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<sup>15</sup> *Dr. Velizar Shalamanov*, Defence Management and Civil Society Interaction and Co-operation, in Defense Institution Building: A source book in Support of the PAP-DIB – edited by Willem van Ekelén, Philipp Fluri, Vienna-Geneva, September 2006, pp. 435-468