



GEORGE C. MARSHALL

EUROPEAN CENTER

FOR SECURITY STUDIES

DEMOCRATIA PER FIDEM  
ET CONCORDIAM

*Western Balkans Euro-Atlantic Integration  
Conference*

*NATO Integration and Development of  
the Integrated Security Sector  
(Bulgarian Experience)*

*Dr. Velizar Shalamanov – Chairman “George C. Marshall”  
Association – Bulgaria*

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# Outline

- NATO Integration and Transformation of NATO
- Civil Security Concept Development and Experimentation – Development of the Integrated Security Sector
- NATO Integration and Change Management Concept in Security Area

# Security Environment

- *Peace or War? – many studies accomplished and focus on CM identified*
- *Types of crisis we face:*
  1. **Disasters / Catastrophes**
  2. Public Order / Security
  3. Military / paramilitary operations – expeditionary ops
  4. Threatened interests abroad
  5. **Terrorism and organized crime / trafficking**

**Prevention / Reaction / Consequence management**

# Crisis Management

- 1. Scope of risks activated to form the situation*
- 2. Speed of development of the situation*
- 3. Scope of citizens involved / impacted*
- 4. Scope of involved institutions (local, district, national, regional, global)*
- 5. Scope of required resources as quality and quantity*
- 6. Scope of legal norms activated*
- 7. Scope of the cooperation on the ground*



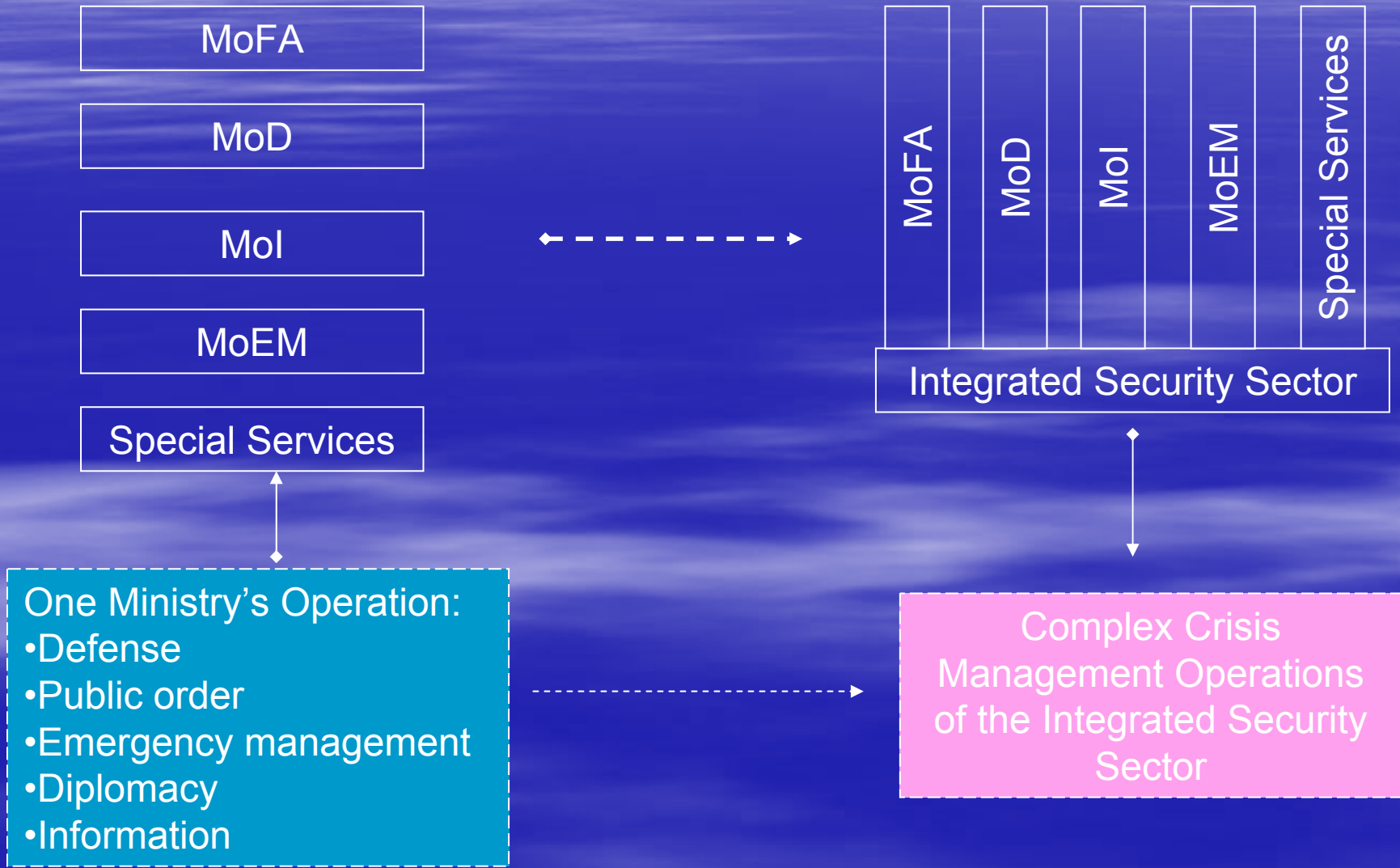
# NATO Transformation

1. New type of operations in addition to core collective defense
2. New type of capabilities
3. New NATO joint projects (AGS, NMD, ...)
4. New type of decision making
5. New challenges to C4ISR
6. New US footprint in SEE / WBSA
7. New dimension of public support

# NATO Integration

- **Key initial criteria:**
  1. Civil-military relations
  2. Democracy and open market
  3. Relations with the neighbors
  4. Interoperability and contribution to operations
- **Set of new challenges**
  5. GWAT
  6. EU Integration – border security, organized crime, corruption, emergency management
  7. Energy Security

# Third Generation SSR for Integrated Security Sector





# Civil Security Concept–Citizen(s) and its Living Environment in the Center

1. **Third Pillar of the Security Sector: Crisis Response and Emergency Management Service = Civil Security Organization**
2. **Civil Society and Citizen: Third Factor in SSR to address Civil Security**
3. **Balance between central power and local powers**
4. **Balance between public and private component**
5. **Balance between state component and volunteer components**
6. **Balance between Civil Security Organization and MoD / Mol, other traditional security sector services**
7. **Level of international cooperation**

*Building of Integrated Security Sector through Third Generation SSR*

*White paper on Civil Security in Bulgaria presented in 2004*

*Concept for Protection of Population and National Economy as Civil Security Concept is supported in 2005/2006*

# Third Generation of SSR: Integrated Security Sector (ISS) focused on Civil Security

- *Functional Challenge – dividing responsibilities*
- *Structural Challenge – dividing organization*
- *Operational Challenge – leading / support organization for different operations*
- *Capabilities Challenge – ownership of critical capabilities*
- *Legal Challenges – new legislation*
- *C2 System Issue (NCO – network centric ops, NEC – network enabled capabilities) – integrated emergency management system (IEMS)*
- *Program Management Challenge – for capabilities, for early warning, mitigation, preparedness, response, recovery*
- *Resource Management Challenge for Effect (Result) Based Operation of Integrated Security Sector*

# General challenges to ISS

- *Civil Control Issue: Parliamentary control of resources, operations, personnel policy*
- *International Cooperation Issue (SEE, BSCR / WBSA, NATO/PfP, EU, OSCE)*
- *Change Management Issue (Transformation) of the security sector to address new missions and for regional cooperation*

# Academic Support to SST around Civil Security Concept – Change Management Support

- *Political and legal framework to guide and support integrated security sector: **Strategic Review of the Security and Security Sector for Concept Development***
- ***Enterprise Architecture Governance Methodology** for third generation of SSR – Integrated Civil Security System with Service Oriented Architecture*
- *Tools for support of Experimentation for third generation of SSR concepts, including **CAX***

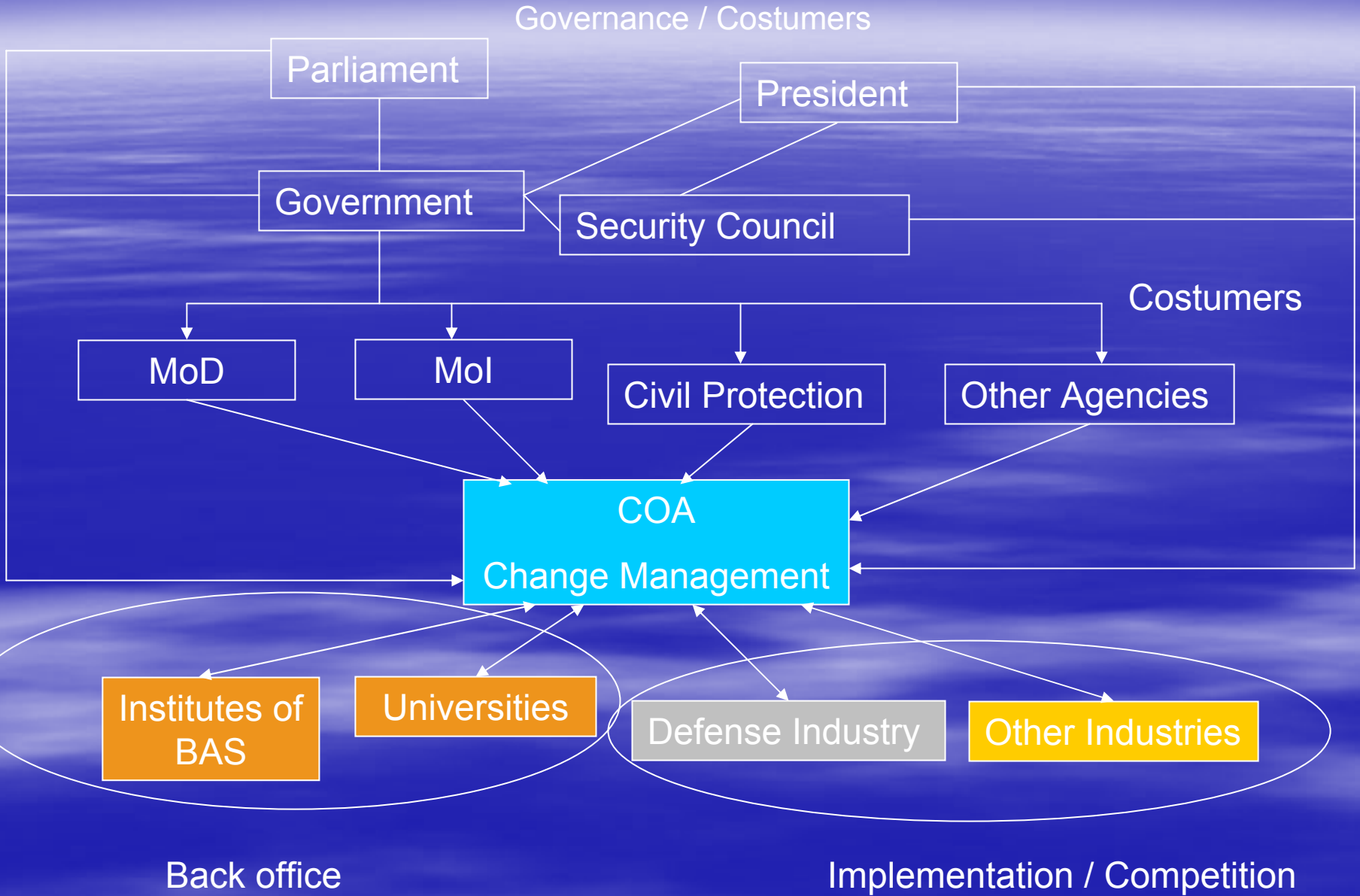


# Center of Excellence in Operational Analyses – NATO SfP 981149

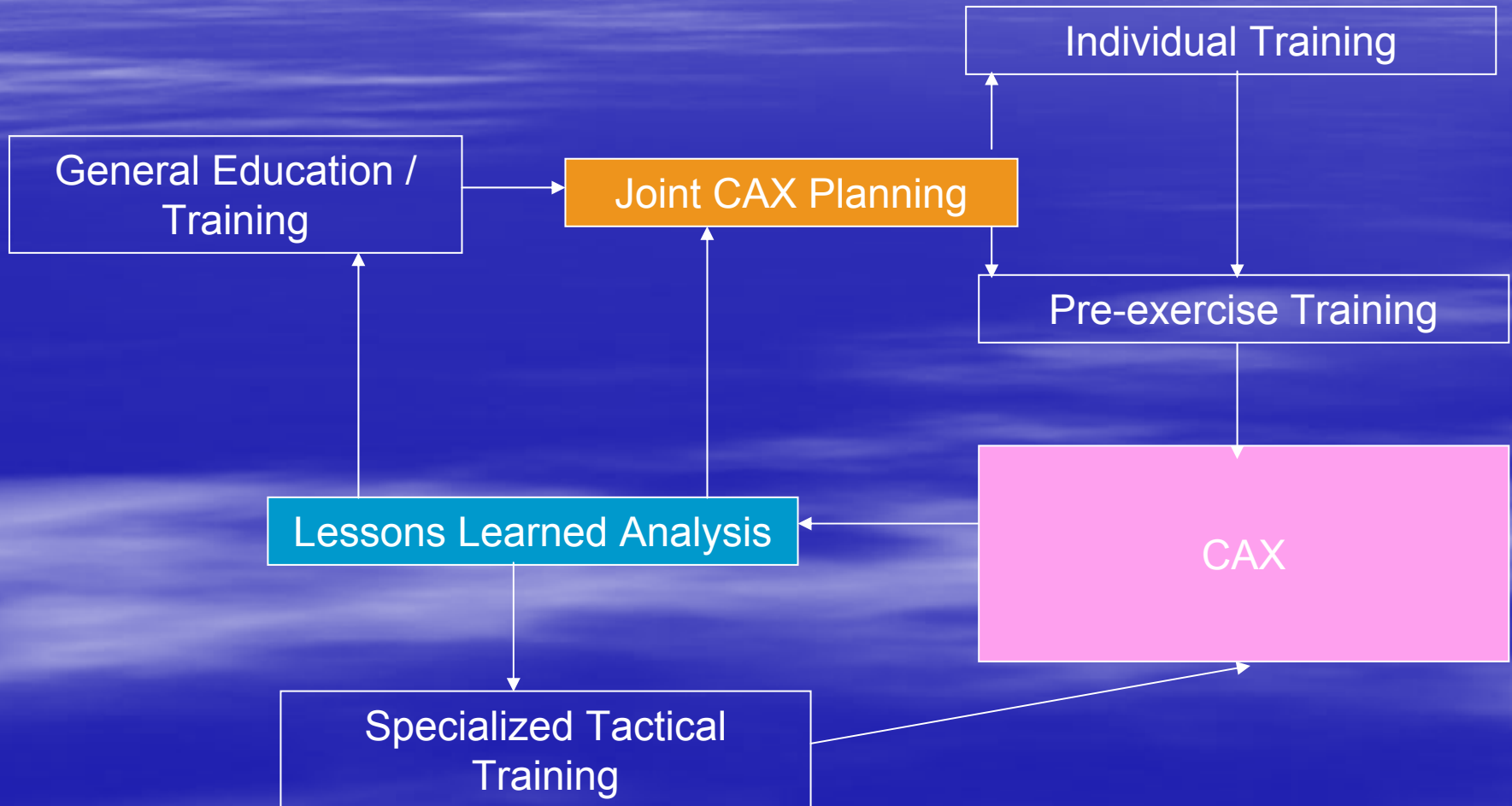
1. Integrated studies for Concept Development and Scenario Development
2. Integrated Studies for Architecture Development
3. Integrated Studies for Command and Control in Security Area
4. Integrated Studies for Experimentation through CAX and Security Knowledge Management



# Where is the COA situated among other organizations?



# Training as a Tool for Change Management



# EU TACOM SEE-2006 as a Case Study on Civil Security Driven SST

1. Terrorist attack – disasters / catastrophes consequence management
2. New Emergency management (Civil Security Ministry) and its cooperation with MoD, MoI and other agencies for integrated response
3. SEE Regional Cooperation and EU MIC, NATO EADRCC
4. Bul Protection 2006, EU CME 06, NATO CMX 06 exercises integration
5. Extension to WBSA and integration in PfP/EAPC and EU Neighborhood Policy

# JTSAC Support from CoE-OA for SST (NATO SfP => EU FWP7)

1. Concept development and study of political / legal framework, scenario development with NATO ARW and Scientific Coordination Council to Standing Government Commission on protection of Population
2. Architecture development and assessment with USTDA IEMS Feasibility Study
3. CAX for experimentation, training, knowledge acquisition with EU TACOM SEE-2006
4. Change management: planning, costing, performance measurement, reporting with development of Ministry of State Policy on Disasters and Catastrophes (MSPDC) – supported by NATO SfP 981149 (2005-2007)
5. Knowledge management and education / training with DSC, AMol, UNWE, SU and National Training Center Directorate of MSPDC, supported by National Science Foundation Security Sector Transformation Project (2006-2009)

# Regional (SEE/GBSA) Training, Simulation and Analysis Center on Civil Security

1. *Step to Civil Security Coordination Center for SEE/WBSA*
2. *Research in the Area of Civil Security and Concept Development*
3. *Training, including ADL and CAX / Simulations for Experimentation*
4. *Analysis and LL from Exercises*
5. *Certification of personnel and teams*
6. *Integration between MoDs, Mols and Civil Protection Services (Emergency Management Ministries) using Academic Environment*
7. *Joint venture – Administration / NGO, Universities, Academia Institutes; Regional players / NATO, EU, US*



# Regional Framework - NATO Framework

1. WG with leading nation and participation of others.
2. Reporting to NATO through national missions.
3. Forming a NATO project with participation of other willing NATO countries outside the region.
4. Involvement of NATO agencies and working bodies.
5. Joint implementation through regional structures.
6. Extension to partners in the PfP/EAPC framework.
7. Coordination with other institutions.

# Target architecture

- Sovereignty
  - Air sovereignty
  - Territorial sovereignty / border
  - Maritime sovereignty
- CMEP / Emergency management
  - Integrated EM System
  - Civil protection capabilities
  - MoI contribution
  - MoD contribution
- Expeditionary operations
  - Specialization
  - Framework nation
  - C4ISR, mobility, sustainability
- Information operations
  - Intelligence
  - Counter intelligence
  - Information assurance

# Areas for regional cooperation in the process of integration

- Joint surveillance and sovereignty systems
- Joint expeditionary forces
- Joint emergency management forces
- Information sharing
- Joint E&T / R&D

## Possible options

- AMBO Air Sovereignty System
- AMBO SOF / Gendarme Task Force
- AMBO EM System
- AMBO Maritime Sovereignty

Core – Romania and Bulgaria / Turkey and Greece, Italy and US, Germany, UK with Involvement of Georgia and Ukraine

# Management Challenge (experience from academic sector)

- Management of Research Organizations (NATO SfP 981149 CoE-OA case)
- Management of Research Projects (EU TACOM SEE-2006 CAX case)
- Integration of NATO, EU, US/other bilateral or Regional and National Funding (host organization accounting system case)
- Crucial role of PPP and involvement of NGO and Academic Institutions (openness of administration)

**Example: Role of SSR Coalition in Definition of NATO integration vision and Bu-US Strategic Partnership Vision / NATO, EU and other projects**

# M&S in CAX Assessment

Yesterday

<b>Financial</b>
<i>How to Minimize Time and Money for Implementation of New Concepts?</i>
<b>Time for planning / implementing Budget to run CAX Reusability of environment</b>

Today

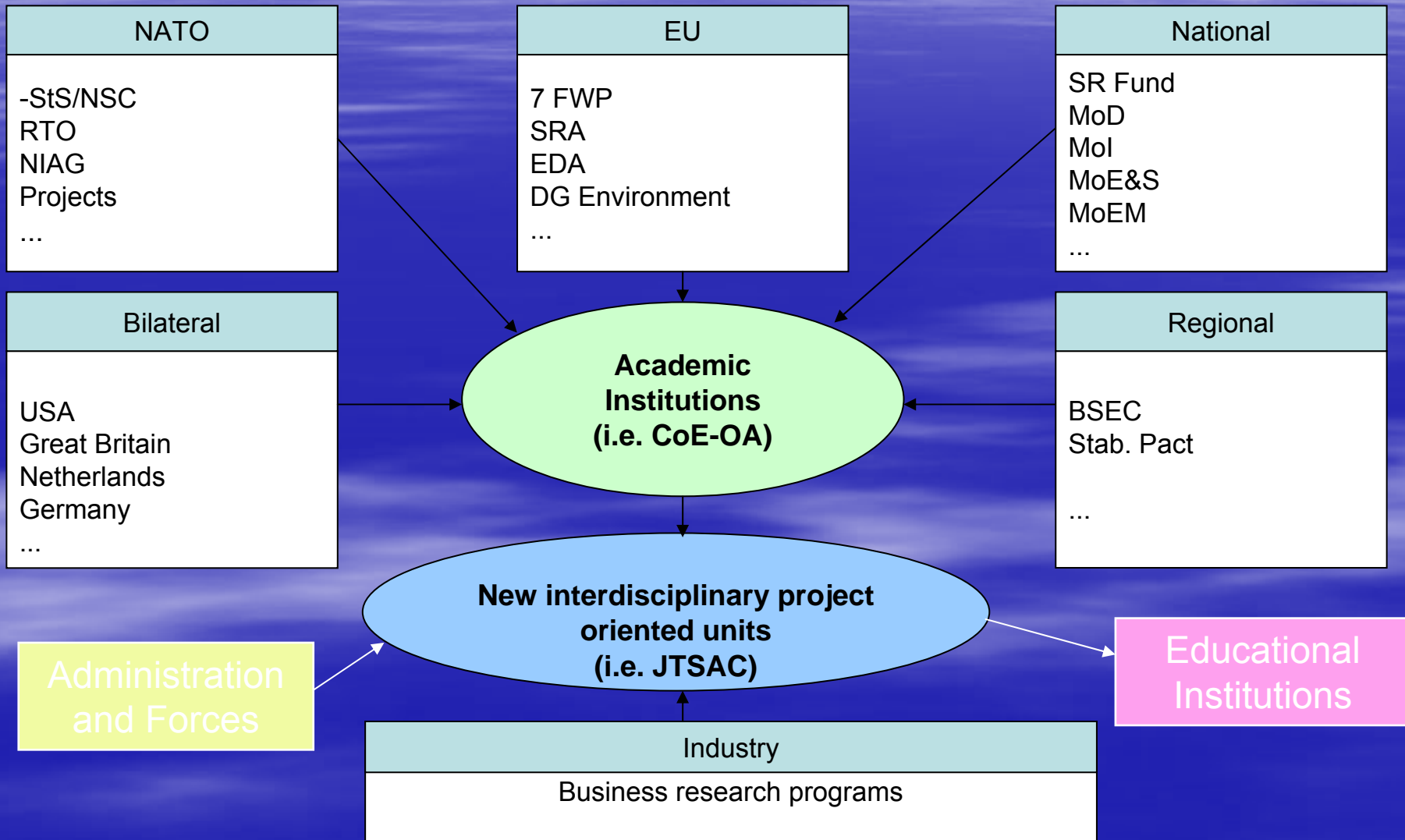
<b>Scenario and Operational Architecture</b>		<b>JTSAC Architecture</b>
<i>How to Develop Best Concept and Organizational Structure for CM System?</i>		<i>How to Provide Best Environment for Experimentation and Training?</i>
<b>Minimize reaction time Maximize effectiveness Minimize negative consequences Increase Society Satisfaction</b>		<b>Information Flow Analytical Support Use of new technologies</b>

Tomorrow

<b>CAX team training and development</b>
<i>How to form and train team and develop CAX products / services for better way achieving other goals?</i>
<b>Organizational, tasking, training Bonus payment and retaining personnel</b>



# PPP model in M&S for Transformation of Training and Experimentation



# Conclusions

1. Education for Change Management – key instrument for NATO Integration (link with PfP Consortium and Education for Reform Initiative).
2. Regional formations with participation of “big old members of NATO”.
3. Measurable results in joint sovereignty and expeditionary operations.
4. Coordination of NATO and EU Integration with Regional cooperation.



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