Overview [DRAFT]  

“Strategy Making Process and Strategic Financial Management  
- the Role of the Internal Audit and Control Functions”  
- Basics of SSR Series -  
SSR-06-S  

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Dates  
07th to 09th December 2015

Venue(s)  
the Ministry of Defence of Montenegro  
Podgorica, Montenegro

Background  
RACVIAC - Centre for Security Cooperation plans to conduct a seminar dealing with the basic subject matter concepts as a part of its Security Sector Reform seminar series for the fifth consecutive year so far. The Security Sector, including defence, requires clear national strategies as it often holds the largest share of the national budget. Thus, a complete set of carefully designed strategies, strengthened through the constantly improving financial management processes, is essential for achieving value for money while delivering high quality services in this complex domain. The focus on this ultimate aim must not be lost. Applied solutions must support previously established strategic objectives regardless of possible shifts in resource availability, which, unfortunately is not always the case and this focus is then easily blurred. To secure this aim, specific tools like the internal audit are of great importance, primarily for the sake of more efficient financial management and, thus, provision of all strategic objectives within the given constraints. Internal audit is often not tied to the process of setting and executing established strategic objectives. This process (audit) must be raised to a strategic level in order to enable continuity of established strategic values, missions, goals and objectives. To be able to achieve this, some adjustments regarding internal audit authorizations, level of expertise and procedures must be made.

Purpose & Objectives  
The purpose of this joint event is to continue to point out specific solutions when it comes to required national Security Sector Reform processes. This seminar is aimed at bringing together two categories of participants, coming primarily from the SEE countries: the first group that deals with the strategy making process and the second group that deals within the financial management domain and, in this way, supports strategy execution. The main seminar objectives are:

- To discuss latest solutions in the strategy making process;
- To discuss existing national experiences, including development of the national security strategy documents;
- To identify existing interconnections between strategy making/execution and strategic financial management processes;
- To introduce strategic function of the internal audit process within the context of the previously mentioned correlations;
- To identify the role of internal audit in the budget system reform and efficient financial management.

Participation  
Approximately 30 participants, preferably from the governmental organizations (Ministries of Defence, Ministries of Foreign Affairs, Ministries of the Interior, Ministries of Finance, etc.) and corresponding non-governmental organizations. Terms of individual participations and financial arrangements will be specified in the corresponding Invitation Letter and Administration Information.

Methodology  
The event is designed as a seminar and it will be conducted as a combination of lectures, national presentations and group discussions. The seminar working language will be English.

PoC  
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