



CENTRE FOR SECURITY COOPERATION



## Defense Planning, Programming and Budgeting Seminar

Zagreb, 14 - 17 January 2008

Co-organized with  
NATO, Allied Joint Forces Command,  
Headquarters, Naples, Office of Security  
Sector Reform

RACVIAC - CENTRE FOR SECURITY COOPERATION, in close collaboration with the Office of Security Sector Reform, Allied Joint Forces Command, Naples, conducted a seminar on Defense Planning, Programming and Budgeting (DPPB) in Zagreb, Croatia, from the 14<sup>th</sup> to the 17<sup>th</sup> January 2008.



*Seminar participants*

The purpose of the seminar was to discuss the principles of planning, programming and budgetary control in security related expenditures among the Southeast European countries, to identify ways to improve and harmonize DPPB

**Encourage  
Regional  
Interoperability  
and Cooperation**

processes in each country, and to encourage regional interoperability and cooperation. The seminar gathered forty-four participants with knowledge and experience in DPPB from thirteen countries, representing relevant ministries, agencies and institutions, as well as parliamentary commissions directly involved in the DPPB process.



*Plenary Session*

During the three seminar days a multinational team of subject matter experts provided insight into international DPPB norms and standards through analytical lectures, and subsequently discussed the pros and cons of the existing systems in each country with the participants in the moderated question & answer sessions. Additionally, the important role of the Parliament in the DPPB process was highlighted. Further seminar objectives were to identify ways on how to promote inter-ministerial / inter-agency collaboration, to share lessons learned,

**Networking  
=  
Establishing and  
Maintaining  
Contacts**

knowledge and experience, and to discuss problems and challenges. On the last day of the seminar the participants, divided in two facilitated working groups, discussed common solutions, possible areas of cooperation and collaboration within the region, and explored the value of a globally recognized course in the field of Defense Planning Programming and Budgeting.



**Points of contacts for future networking**  
(From right to left)

LTC Christopher Jacobs, Office of Security Sector Reform, NATO, Allied Joint Forces Command, Naples, [cjacobs@afsouth.nato.int](mailto:cjacobs@afsouth.nato.int);  
LTC Grigore Chirica, Seminar Director, RACVIAC - CENTRE FOR SECURITY COOPERATION, [gchirica@racviac.org](mailto:gchirica@racviac.org);  
Mr. Ante Modric, Director, Program Analyses and Evaluation Department, Ministry of Defense, Croatia, [amodric@morh.hr](mailto:amodric@morh.hr);  
Lt. Gen. (ret) Anyu Angelov, Director of International Security Programs in NDCAA; Chairman in Center for Study of National Security Foundation, Bulgaria, [aaneglovva@yahoo.com](mailto:aaneglovva@yahoo.com);  
LTC Costel-Cristinel Munteanu, Chief Office - Defense Planning Directorate, Ministry of Defense, Romania, [moldovanu\\_costel@yahoo.com](mailto:moldovanu_costel@yahoo.com);  
Captain (Navy ret.) Gerd Frorath, Senior State Advisor, Germany, [gerd.frorath@t-online.de](mailto:gerd.frorath@t-online.de);  
Dr. Todor Tagarev, Associate Professor, Chair, Defense and Force Management Department, "G.S. Rakovski", Bulgaria, [tagarev@gmail.com](mailto:tagarev@gmail.com);  
Ms. Leila Mulic, Financial Adviser, NATO HQ Sarajevo / POLAD Office, [Leila.Mulic@bihdr.nato.int](mailto:Leila.Mulic@bihdr.nato.int);  
Dr. Tomo Radicevic, Ministry of Defense, Croatia;  
Col. (ret.) Theo Van den Doel, Defense and Security Expert - Former Member of Dutch Parliament, Netherlands, [mvddoel@wanadoo.nl](mailto:mvddoel@wanadoo.nl);  
LTC Thomas Mergel, Planning and Liaison Officer, Western European Countries & International Organizations, RACVIAC - CENTRE FOR SECURITY COOPERATION, [mergel@racviac.org](mailto:mergel@racviac.org);  
COL (PhD) Dragan Gostovic, Chief, Defense Conversion Cell, RACVIAC - CENTRE FOR SECURITY COOPERATION, [dgostovic@racviac.org](mailto:dgostovic@racviac.org);

## Seminar Opening



2nd from left: Ambassador Nedžad Hadžimusić

Ambassador Nedžad Hadžimusić, Director of RACVIAC - CENTRE FOR SECURITY COOPERATION, hosted a Welcome Dinner on Monday, the 14th of January, and opened the seminar early next morning by welcoming all DPPB seminar participants again very heartily. He stressed the importance of the first seminar in the academic year 2008, in which RACVIAC will complete its transformation into a regional CENTRE FOR SECURITY COOPERATION, and draw a spotlight on RACVIAC's "Strategic Partnership" with the seminar coorganizer, the Office of Security Sector Reform, NATO, Allied Joint Force Command, and Naples.

The seminar was the first out of three, which will be organized jointly in 2008, as both the Office of Security Sector Reform and RACVIAC have similar Strategic Objectives in the region.



**Keynote Speaker: LTC Chris Jacobs**

Lieutenant Colonel Christopher Jacobs represented the seminar coorganizer and stood in for General Bleas, the Special Advisor on Security Sector Reform to the Commander of Joint Forces Command, Naples. He provided an orientation on the Office of Security Sector Reform and stressed the importance of institutional capacity building in a number of areas including Defense Planning Programming and Budgeting.

## Plenary and Working Group Sessions (Visit [www.racviac.org](http://www.racviac.org) for presentations)

The following plenary sessions of the first seminar day ensured that all participants shared a common

understanding of the principles of DPPB and thus set the stage for the further proceedings of the seminar. “Partnership for Peace - Membership Action Plan - and Individual Partnership Action Plan countries” presented on the current status of DPPB processes, highlighting lessons learned, problems, advantages and disadvantages, recommendations, and new ideas.

***Countries Presentations***



***Speaker: Ms. Leijla Mulic, Bosnia and Herzegovina***

One plenary session was dedicated to defense budgeting issues for parliamentarians. Colonel (ret) Theo Van den Doel, a defense and security expert and former member of the Dutch Parliament, emphasized the essential defense budgeting issues

***Parliamentarians are key to Civilian Oversight over the Security Sector***

that parliamentarians must address in ensuring that defense spending is appropriate to the security needs of

their countries and that expenditures for defense are made in such manner that security outcomes are achieved successfully, efficiently and economically.



***2<sup>nd</sup> from left: Colonel (ret) Theo Van den Doel***

He pinpointed the information structures that parliamentarians should be able to access in debating budgetary proposals and in evaluating the results of expenditures actually made. He underlined the special “parliamentary procedure for defense procurement” and the so-called “Accountability Day”, both being key to the parliamentary oversight over the armed forces in the Netherlands.

***Bulgarian, Croatian, and Romanian Experiences***



***Speaker: LTC Costel-Cristinel Molodvanu, Romania***

Speakers from Bulgaria, Croatia, and Romania reflected on their experiences in implementing DPPB Systems before and after NATO accession. They provided background information on legal framework and existing mechanism for inter-ministerial cooperation, and the harmonization with the NATO Defense Planning Process.



***Working Group Session***

For the working group sessions of the third day, all seminar participants were assigned to two working groups the evening before. Each supported by a facilitator, they discussed the pros and cons of a regional course on DPPB in great detail and assessed the general benefit of such a course. Each working group provided a written recommendation to the seminar organizers on how to support



administrative capacity building in the field of DPPB in Southeast Europe in the immediate future.

### **Participants Consolidated Findings**



*Certification*

The consolidated findings from the participants of the seminar are as follows:

There is a need for a more practical approach to the DPPB process, focusing on procedures and mechanisms, as well as on best practice, although academic knowledge is equally important.

More information on NATO and EU planning processes, such as force planning, is needed as well. Similarities and differences among regional DPPB systems should be more clearly identified in order to provide better orientation.

Any next activity should include a case study on the subject matter and would require “read ahead materials” on DPPB definitions and technical terms for better participants' preparation.

In general, the seminar was considered to be too short. A follow up seminar should consider different level of participants and different duration of participation.

### **Subject Matter Experts Suggestions**

Key findings from the guest expert faculty are as follows:

Participants need to possess the respective level of English language knowledge (STANAG 3332). Otherwise appropriate simultaneous interpretation is necessary.

Any next activity should be organized in stages, starting with planning, going through programming, budgeting, evaluation and feedback. The stages

should contain very balanced theoretical training parts and game design on a common scenario.

Participants should be selected according to their background, experience and position from the relevant countries' ministries, institutions or agencies, which are to deal with DPPB.

Two activities per year, one at RACVIAC and one in specific regional country, should support the DPPB issues in the region.

A few regional countries would benefit from a national bilateral seminar with practitioners provided from other regional countries.

RACVIAC's invitation policy needs to be reviewed.

### **Summary**

During the last session of the seminar the working groups reported back to plenary. The visualized recommendations were merged into just one, which was backed by all participants. There is a strong mandate inherent in the participant's conclusions, which will contribute to RACVIAC's ongoing “Needs Assessment”.

Generally speaking, RACVIAC was considered to be the proper organization to initiate, develop and execute seminars like this one.

There is a strong need for building and improving administrative capacity in DPPB. Information exchange will certainly promote regional cooperation and security.

RACVIAC should continue to successfully seek assistance and advise from organizations and institutions such as JFC Naples, NATO IS, NATO IMS, SHAPE, NATO School Oberammergau, EU, Defense Resource Management Institutes, as well as from relevant NATO - and EU countries.

Two activities a year - each a combination of seminar and course - should be executed alternating at RACVIAC and regional countries.

One working group has put it all in a nutshell by creating a “restaurant metaphor”: “RACVIAC provides kitchen, chefs and cooking instructions. Regional countries deliver all needed ingredients. Together we shall create a decent meal”.

Compiled by: Lieutenant Colonel Grigore Chirica, Seminar Director, RACVIAC - CENTRE FOR SECURITY COOPERATION.

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