



CENTRE FOR SECURITY COOPERATION

Seminar “Security Sector Reform, the Good Governance Concept”

(Basics of SSR, Introducing the Good Governance Principle)

SSR-01-S

27/28 - 29 February 2012

Abstract

This was the second seminar to introduce one of the specific aspects of the basics of Security Sector Reform (SSR). This time it was the good governance principle. During two working days, 22 participants from 6 countries, including one participant from the NATO HQ in Sarajevo, were given a set of presentations on the principles of good governance as one of the fundamental corner stones of Security Sector Reform. In addition to that, three presentations addressed regional-specific projects and law making procedures related to the implementation of the good governance principle.

Activity Background

The necessity for the implementation of various aspects of Security Sector Reform in the South East European (SEE) countries was recognised years ago. Apart from the work done at national level, a number of supporting seminars, courses and conferences in the field of SSR have also been organised by RACVIAC. These activities have covered the issues such as conversion of military bases, transition of military personnel, parliamentary control of armed forces, human resources management, defence procurement systems and their transparency, to mention just a few.



The Seminar group photo

The SSR concept, along with its most challenging as well as rewarding aspect of good governance, is not a disposable, one-off matter. On the contrary, its proper implementation permanently improves the overall security status of societies, as well as the countries’ effectiveness, efficiency and accountability. Therefore, this Seminar was intended to provide fundamental concepts as well as concrete cases of the good governance principle being applied by military, parliamentary and governmental staff who deal with, or are engaged in, the activities aimed at improving overall output of a given country or its governmental structure through the implementation of the good governance principle.

Activity Facilitators

The Seminar was planned, organised and executed by RACVIAC, with kind support from the Austrian Ministry of Defence and Sports.

Activity Venue, Duration and Participation



Director of RACVIAC – Centre for Security Cooperation, opening address

The Seminar was conducted at the RACVIAC facilities. The event started with a welcome dinner on 27th February 2012. It continued for the next two working days and was officially closed on 29th February 2012 at 3 p.m. The Seminar participants included the representatives from Albania, Bosnia and Herzegovina, Croatia, former Yugoslav Republic of Macedonia¹, Montenegro and Serbia. There was one representative from the NATO HQ in Sarajevo.

Attentive participants enjoying in the recently refurbished conference room

Activity Description and Content

The Seminar was comprised of presentations addressing the core of the good governance concept backed-up by specific implementation cases.

The first day of the Seminar included the participants' arrival, administrative procedures and a welcome gathering and

dinner hosted by H.E. Ambassador Nikola Todorovski, Director of RACVIAC, and Colonel Zeljko Cepanec, Deputy Director of RACVIAC.

¹ Turkey recognizes the Republic of Macedonia with its constitutional name.

The working part of the Seminar started with opening remarks from H.E. Ambassador Nikola Todorovski, Director of RACVIAC, Mr Bard B. Knudsen, Senior fellow, the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and Mr Slavisa Scekcic, Expert Adviser, Security and Defence Committee, The Parliament of Montenegro.



Mr Bard B. Knudsen, Senior Fellow, DCAF – Geneva

Subsequently, the participants had the opportunity to hear the general address given by the keynote speaker Mr Bard B. Knudsen. In his address, Mr Knudsen brought together the definitions of good governance and democracy intertwining them into a unique concept of governance that characterises democratic societies and states and which is clearly recognised through the concept of the division of powers. He underlined the concepts of representativity, responsiveness, transparency, oversight and accountability as some of the possible pillars a well governed society can be built on.



The series of four presentations made during the first working day commenced with a presentation entitled “Human Security and Good Governance” given by Mr Gordan Bosanac from the Centre for Peace Studies in Zagreb. One of the things he emphasized in his presentation was the necessity to assess the needs of citizens with regard to their inclusion and participation in the decision making processes in order to produce a realistic national strategy as one of the basic platforms reflecting good governance. The next presentation – “Implementation of the Good Governance Principle in the Environment of Transition” was given by Mr Sandro Knezovic, PhD, from the Institute for International Relations, Zagreb. He concluded that countries in political and economic transition need to improve the quality of their governance in order to achieve economic growth with a functional government that will lead to improved security.

Mr Arian Dyrmishi from the Tirana-based Institute for Democracy and Mediation delivered a presentation “Applied Good Governance Principle, Developing Country Approach (Security Sector Governance in Albania)”. He argued that the lack of (financial) transparency and the lack of monitoring and balance between the three main powers of the state were

perhaps the greatest challenges for a developing country.

The day was closed by a presentation made by Mr Knezovic entitled “Civil Society Capacity Building to Map and Monitor Security Sector Reform in the Western Balkans – The Good Governance Aspect”. He presented a regional project on national developments and the current status of security sector reform activities. The project, as it was expressed on the margins of the Seminar, is worth further developing, i.e. establishing its monitoring mechanisms.

The second working day was opened by a presentation “A Good Governance Tool for Quality Control in Tourist Destinations” delivered by Ms Sasa Poljanec-Boric, PhD, from the Institute of Social Sciences “Ivo Pilar”, Zagreb. The presentation provided an example of a project on the implementation of the good governance principle in tourism executed as a joint undertaking between the Institute, the state structure and the national television. This presentation argued that the implementation of good governance in transitional/developing societies required additional efforts due to inherited shortcomings or legacy.



The calm before the discussion

The next presentation, “Good Governance; Organisational or System Issue” was given by Ms Sonja Stojanovic, MA, from the Belgrade School for Security Policy. The argument was as follows: if an

organisation is a tool for collective action and a system is considered to be more than the sum of its parts, then there remains the issue of an attempt to allow for horizontal and vertical coordination of thinking (planning, evaluation) and acting (implementation) in the provision of human and national security (including efficiency and effectiveness).

Mr Slavisa Scekcic, an expert adviser from the Security and Defence Committee, Parliament of Montenegro, delivered the following presentation. His presentation illustrated another example of the implementation of the good governance principle. It referred to a case study on the preparation, procedures and passing of the Act on Parliamentary Oversight with regard to security and defence. The following factors were indicated as being involved in the entire process, from the idea and drafting, through to adoption:

1. Establishment of a working group;
2. Participation of NGOs;
3. Visits to and bilateral meetings with the committees from other Parliaments;
4. Regional and international experience through PSAP (Parliamentary Staff Advisor Program, Geneva DCAF);
5. Communication with the Government of Montenegro;
6. Implementation of the OSCE Code of Conduct within military-political aspects of security;
7. Public hearing;
8. Communication with the oversight subjects.

The last but not least presentation on the history, aims and future of the World Bank's six indicators of good governance was delivered by Ms Ana-Maria Boromisa, PhD, from the Institute for International Relations Zagreb.

Ms Boromisa kindly accepted to deliver the presentation after the World Bank Office in Zagreb, Croatia, had declined its participation.

The last presentation dealt with the issue of annual reports compiled by the World Bank on the status of good governance in almost all countries of the world with the aim of questioning whether the governments and other national subjects could really benefit from this regular production of images of their countries in terms of the increased or decreased level of democratic governance. If not by these countries, the data compiled in annual reports are definitely used by the following:

- journalists,
- international investors,
- national and international aid agencies,
- development analysts,
- academics.

The question still remains as to whether this series of annual reports, even if not entirely accurate due to the means of data collection, is a useful tool for improvement in terms of the level of democratic governance in a given country, because it is publicly available and thus associated with the country in question.



Seminar in full session

General remarks

As the plenary session demonstrated, good governance is definitely not a novel

idea in the region. However, abiding by and implementing its basic concepts and different aspects happens to be somewhat like an attempt to catch the moon. Still, as was illustrated in the presented case of the law adoption process in Montenegro, it can be achieved with great success through extensive problem solving procedures.

Political will and raising awareness of the decision makers have proved to be basic obstacles on the path of implementation of the good governance principles. This was demonstrated by a presentation on the implementation of these principles in the field that seems to be somewhat remote from the sphere of general or high-profile politics - the field of tourism. It confirmed the lack of political engagement, but not hesitation or even opposition.

This quite interesting and reality-based Seminar can also be described through the following lessons learned:

- the importance and implications of the implementation of democratic principles of good governance in the perspective of human rights protection;
- The influence of applied principles of good governance on both national and individual level, i.e. on human security;
- The importance of education on human rights and basic democratic principles for the success of SSR and for the citizens' participation;
- The readiness to implement not only high-level governmental SSR projects, but also projects driven by the good governance principles on the academic, local and parliamentary level;
- The lack of communication, cooperation and coordination among institutions on both

national and international level prevents in-depth performance and outcome of applied principles of good governance. The concepts such as Smart Defence and Pooling and Sharing could be the right mechanisms for the achievement of better outputs;

- The importance of communicating national issues between the state structures, civil society and academia;
- The proved importance of approaching governmental, parliamentary and even judiciary officials with the tools and mechanisms which, once used, can result in better governance of national resources.

Finally, as already mentioned, this was the second RACVIAC activity addressing the basics of the Security Sector Reform Pillar. This time it was the concept of good governance – seemingly a familiar idea, but still rather remote from the core decision-making processes.

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