



# CENTER FOR CIVIL-MILITARY RELATIONS

Naval Postgraduate School  
1635 Cunningham Road (Bldg. 259)  
Monterey, CA 93943-5011

T +1.831.656.3171  
F +1.831.656.3351  
ccmrinfo@nps.edu  
www.ccmr.org

## **Preparing for Strategic Defense Reviews: Promoting Effective and Efficient Armed Forces (MASL #P319053)**

The Center for Civil-Military Relations (CCMR) Expanded International Military Education and Training (EIMET) approved seminar titled "Preparing for Strategic Defense Reviews: Promoting effective and efficient armed forces" is conducted by a Mobile Education Team (MET). The seminar is expressly designed to familiarize defense and military officials as they prepare to organize and conduct any form or type of review of their armed forces and the defense estate. Based on CCMR's extensive experience assisting in the design and conduct of strategic defense reviews, the workshop supports officials as they frame the challenges facing the defense institution and assists and advises them as they identify those areas that require review/analysis. A major element of any review is to ensure that the financial aspects of all activities and organizations within the defense institution are properly costed and assessed against other alternatives. The workshop can be organized to address any aspect of a strategic defense review that a defense institution is interested in obtaining an outside, objective review. That is: the overall design that should be constituted in a ministerial order, the organization of the work process, the envisaged timetable, how to 'cost' elements of the institution, capability trade-off and costs/benefit analysis, and laying out recommendations for ministerial approval. The course is comprised of selected, short and focused readings, briefings, discussion and debate periods, as well as decision-making simulations.

The key objectives of this course are to:

1. Provide defense and military officials with an understanding of the key aspects and likely challenges to be faced when conducting a strategic defense review.
2. Educate key staff members, who will be conducting the review, how to frame cost-benefit and capability trade-offs to ensure that comparisons are accurate and reflective of policy guidance.
3. Inform senior leadership of the key importance of accurate costing of all elements of the defense estate and how best to utilize financial and accounting data in support of decision-making.
4. Brief defense and military officials of lessons learned from the experience of other democracies in the implementation phase of the strategic defense review process.

**Participants:** The seminar is designed for civilian defense officials and military officers in all ranks who are supporting a strategic defense review. This can also include members of the executive and legislative branches of the government, as well as civil and private sector representatives (from the academia, political parties, and non-governmental organizations).

**Translation:** The workshop is conducted in English. Where necessary, the course is delivered with simultaneous interpretation into the local language.

Should a pre-course survey be determined necessary to coordinate with embassy and host nation representatives, it can be programmed under MASL P309073. Regional versions of the course could be programmed under MASL P273001.