



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

Intelligence, Policy and Democracy (MASL # P170009 In Residence; MASL # P309287 MET)

The Center for Civil-Military Relations' (CCMR) Expanded International Military Education and Training (EIMET) approved seminar entitled "Intelligence, Policy and Democracy" is a two week course conducted at the Naval Postgraduate School (NPS) once a year. The course aims to assist countries consolidate their democracies from the perspective of institutionalizing democratic intelligence systems (i.e. that are both transparent and effective), with particular focus on the role and contribution of policymakers to reform. In all democratic systems, intelligence reform is a "Gordian Knot" that incessantly tests policy makers: the onus is on them to develop and maintain intelligence systems that protect democracy (and are democratically accountable), while, at the same time, maintaining secrecy. There is no clear solution to this challenge.

In well-established democracies policy makers have developed mechanisms to tackle the "democracy-intelligence" dilemma, yet these mechanisms are relentlessly being revised and reworked. In new democracies, however, decision makers have to create these mechanisms from ground zero, and do not always succeed in balancing effectiveness with transparency. In those that do succeed, decision makers face numerous challenges, yet, after long and protracted endeavors, may eventually manage to accommodate effectiveness and transparency. Both interest and willingness (whether self-initiated or due to outside pressure or/and incentives), as well as expertise, on the part of policy makers are paramount in successful intelligence reform.

As in many democracies (old and new) policy makers, for various reasons, either lack interest or expertise (or both) on how to deal with intelligence reform, this course (which focuses on the potential contribution of policy makers to the democratic reform of intelligence) seeks to compensate for these lacunae. It includes discussions on what intelligence reform involves, discussions and debates on why democratic reform of intelligence should matter to policymakers, and why it is incumbent on them to invest time and effort in intelligence democratization, as well as insights regarding policymakers' potential contribution to reform (including inherent challenges and available practices to overcome them). The course will provide participants with a wide range of case studies and examples from both established and developing democracies.

The key objectives of this course are to:

1. Provide participants with an understanding of the relevance of Intelligence Reform in a democracy
2. Provide participants with insights on why it is important that policy makers become involved in intelligence reform in a democracy (including discussion on the advantages versus negative outcomes in case they do or not engage in intelligence reform)
3. Familiarize participants with intelligence reform requirements, challenges, and opportunities; and
4. If required/needed, assist participants in developing an action plan for intelligence reform in their own countries.

CCMR's approach to teaching the "Intelligence, Policy and Democracy" course is to focus instruction on the specific conditions and unique requirements of a country, and in consonance with ODC/SAO/MILGROUP guidance. Participants will be provided with necessary theoretical knowledge by academic lecturers and experienced practitioners.



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The workshop utilizes case studies and simulation exercises to provide participants with the knowledge and skills needed by policymakers to reform their national security institutions. Participants will be exposed to all critical elements of intelligence reform, including: role of intelligence in supporting national security and safeguarding democracy, developing legal frameworks for intelligence, institutionalizing democratic control and oversight, professionalization of intelligence, interagency coordination, international intelligence cooperation and sharing, developing a security and intelligence culture.

The course objectives are achieved through the rigorous application of problem solving with particular emphasis on working with civilian and military officials of all government and security sector branches in a group setting to develop deliverables for implementation within a recipient country. At the end of the course, the participants will have a much enhanced understanding of the opportunities and challenges associated with intelligence reform, of the need to become involved, or even to take the lead, in intelligence reform, as well as the reform impact on democratization and civil-military relations. They will be able to develop actionable recommendations to improve existing intelligence reform processes, as well as be capable of developing country-specific implementation processes and strategies.

Participants: The seminar is designed for international civilian decision makers from all government branches (executive, legislative, judiciary), and military/intelligence officers in the ranks of major to general, as well as civil society representatives (NGOs, think tanks, academia, media). Accommodations (applicable to In Residence course only): Participants are normally housed on campus at the Naval Postgraduate School Bachelor Officer Quarters (BOQ). These rooms are near the classrooms where the course is conducted. The rooms include a private bath, television, telephone, internet access, and a small refrigerator and microwave oven.

Medical care is available on an emergency basis only.

Language: While there is no formal TOEFL requirement, ODC/SAOs and participants should be aware that the course is conducted entirely in English and that the program strongly emphasizes group discussion. The ECL requirement is 80.

Cost: The cost of the course is approximately USD 4,800 for IMET and USD \$5,300 for FMS per student. This fee does not include transportation to or from Monterey or the student's living expenses while in Monterey. There is also a Mobile Education Team (MET) version of this course, MASL P309287. Regional versions of the course could be programmed under MASL P273001.