Barriers to the Implementation of the 'Smart Defence' Concept

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Outline

- 'Smart Defence' highlights
- Background
- Barriers
- Critical steps

'Smart Defence' highlights

- Prioritisation – 'core capabilities'
- Specialisation – within NATO and EU, 'pooling and sharing' within the national security sector
- Multinational acquisition and maintenance of defence capabilities
- Focus of efficiency
- Comprehensive approach – "Do that at what you are best; cooperate with others."

Background

- Difficulties in adapting Bulgaria's defence establishment to the post-Cold war realities during the 1990s
- Missed opportunities for advancing defence management upon NATO membership
    - Limited emphasis of 'high priority' deployable capabilities
    - No visible specialisation
    - No cohesion among component defence policies

- ○ Integration of the defence technological and industrial base
- ○ High expectations, but meagre outcomes of the offset policy
- ○ Anecdotal experience in managing industrial participation in multinational projects
- Defence budget framework
  - ○ Nominal budget
  - ○ Defence expenditures, PPP, per personnel

Barriers

- Rational, objective comparison of options; selection of options that are more efficient
- Efficiency: effective operation as measured by a comparison of production with cost; ratio of the result to the energy, time, and money used to deliver it

Bulgaria's Defence Expenditures, % GDP
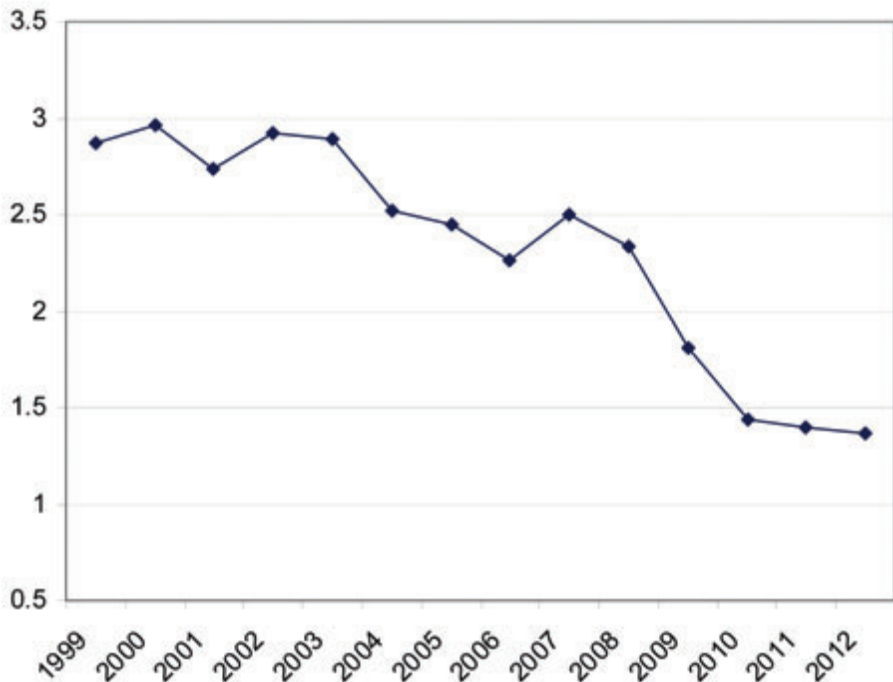
- Do we know how to measure results? Which results? In what timeframe?

'Juste Retour'?

- Strong expectations that investments in defence will be beneficial to 'society' as well
- Changing one essentially administrative mechanism (offset) with another one – managing participation in multinational projects
- On the 'upper' or 'lower end' of technological and industrial contribution?

Accountability and Oversight

- While not entirely mature, the capacity of society and parliament for democratic oversight of defence has been growing for two decades
- 'Smart defence' – transfer of decision making on substantial defence policy issues to a multinational framework
- How to preserve transparency and accountability?

Pooling and sharing

- Psychological aspects of 'relying on others' in situations less demanding than an Article V scenario
- Commitment to assist others
- Can we credibly reconcile potentially urgent operational demands and political decision making processes?

Critical steps

- Define promising 'towers of excellence'
- Decide on specialisation
- Advance an environment for 'pooling and sharing' (laws, procedures, training, exchange, multinational exercises, joint units, incl. in operations, …)
- Open the defence establishment for cooperation with national and international partners
- Increase substantially investments in defence R&D, with focus on participation in multinational projects and programmes

Conclusion

- A promising concept
- Number of challenges need to be addressed so that it could be implemented

- Questions?