This course assists countries in the consolidation of 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 oversee and reform intelligence agencies. In all democratic systems, intelligence reform is a “Gordian Knot” that 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.

**OBJECTIVES**

Upon completion of this course, participants will be able to:

♦ Articulate the relevance of intelligence reform in a democracy
♦ Highlight the important role of policymakers in intelligence reform
♦ Identify intelligence reform requirements, challenges, and opportunities
♦ Develop an action plan for intelligence reform in their own country
♦ Build professional networks to address shared security interests

**TOPICS**

The educational approach of this course combines informational content along with practical exercises and case studies to provide participants with the skills and knowledge needed to understand how intelligence reform can best be achieved in a democracy.

Sample course topics include:

♦ The intelligence versus civil liberties dilemma
♦ Challenges and opportunities of intelligence reform
♦ Policymakers and intelligence agencies
♦ Developing an action plan for intelligence reform

**PARTICIPANTS**

The course is designed for civilian officials, military officers in the ranks of Captain to General, as well as civil and private sector representatives (from academia, political parties, non-governmental organizations, private companies) involved in intelligence and national security. Female participants are strongly encouraged to attend.
INSTITUTE FOR SECURITY GOVERNANCE

FACULTY
ISG employs a diverse faculty with strong professional, academic, military, and government backgrounds. This faculty core is augmented by other government experts (both civilian and military) and subject matter experts (SMEs) drawn from universities, think tanks, international organizations, and industry.

ENROLLMENT
Courses are conducted for partner countries as part of the United States government’s security assistance and security cooperation efforts. As such, participation in ISG courses is managed through the security cooperation office of the US Embassies in partner countries. Interested, non-US persons should contact the international cooperation section of their own government or the relevant US Embassy for selection processes and enrollment. ISG reserves limited space in courses for US citizens. Interested US citizens may contact ISG to discuss availability.

FUNDING
ISG can accept most types of US government funding. Courses are typically funded by IMET, FMF, FMS, CTIWFP, PKO, and other DoD-wide O&M funds (333, MSI, etc) on a case-by-case basis. Cost estimates can be obtained by contacting ISG.

ABOUT ISG
The Institute for Security Governance (ISG) is a global security cooperation organization established to build partner capability and grow the field and practice of institutional capacity building (ICB). Located in Monterey, California, ISG serves as the Defense Security Cooperation Agency (DSCA)’s primary resource for ICB integration and implementation, project scoping and design, and education and advising expertise.

This course is a key component of ISG’s 25-year-long effort to provide military and civilian officials with unique education and professional development programs. Designed to cultivate individual understanding of complex issues and foster peer-to-peer learning, this custom-tailored course offering brings theoretical and applied learning practices into an exciting and rich classroom environment.