



AFRICA CENTER
FOR STRATEGIC STUDIES

Session 6: Alignment of Resource and Security Strategies

Dr. Sandy Africa

ALIGNMENT OF RESOURCE AND SECURITY STRATEGIES

SANDRA AFRICA

GENEVA CENTRE FOR DEMOCRATIC CONTROL OF ARMED FORCES

ACSS SEMINAR

22 JUNE 2017
LILONGWE, MALAWI

OUTLINE

- Context and definitions
- Developing NSS and resource strategies: why and how?
- Which leads: the national security strategy or a resources strategy?
- Showing leadership in tackling the challenges
- Toward effective and efficient governance of security resources

CONTEXT: SOME QUESTIONS FOR AFRICA

- Converting national security policy into security strategy in a complex world
- National security strategy and /or national development plan?
- Defence Reviews: a form of national security strategy?
- The national vs the regional: implications for strategy
- Global finance and its impact

DEFINITION: NATIONAL SECURITY POLICY

- Vision and goals
- Values and principles
- National interest and strategic environment
- International obligations
- Current and future threats, risks, challenges and opportunities

DEFINITION: NATIONAL SECURITY STRATEGY

- Describes how the goals set in the national security policy can be achieved
- Is a practical document (or documents) detailing the instruments and capabilities necessary to implement the policy
- Describes how these instruments and capabilities should be used for the best possible effect.

ALLOCATING RESOURCES TO THE NATIONAL SECURITY STRATEGY

- The rationale: national security is a public good
- The dilemma: security expenditure is based on worst-case scenarios whereas available resources are limited.
- The security- development nexus: does security lead to development or does development lead to security.
- Where will the money come from?

INSTITUTIONS AND THEIR ROLES IN RESOURCE GOVERNANCE

- Parliament and parliamentary committees
- Cabinet and cabinet committees
- Ministry of Defence
- Treasury
- Bilateral and multilateral partners/donors
- Private sector
- Audit institutions
- Independent complaint mechanisms
- Armed forces and security services
- Civil society

WHAT ARMED FORCE AND SECURITY SERVICE LEADERS CAN DO

- Adhere to the rule of law
- Provide better and realistic threat analyses
- Relationship building with the civilian oversight structures
- Look after existing resources
- Better coordination of existing resources
- Improve internal controls
- Enforce Codes of good practice
- Better Human Resources management.

WHAT OVERSIGHT ACTORS CAN DO

- Provide an adequate legal framework for resource planning
- Establish transparent systems of accountability
- Build capacity to undertake oversight work
- Set clear standards of ethical conduct for defence and civilian personnel
- Address non-compliance with rules firmly.

SOME LESSONS: TOWARDS BETTER PRACTICE IN RESOURCE MANAGEMENT

- National security strategies should address the fundamental causes of insecurity.
- National development plans and budgets should strike a balance between human security and hard security responses.
- Resource strategies for the security sector should adopt transparent policies, processes and roles
- Modernize to increase efficiencies: better communications; technologies; information sharing; invest in new skills sets;
- Deepen expertise in oversight structures
- Set guidelines for executive/bureaucracy/private sector

RESOURCES

WWW.DCAF.CH

- DCAF SSR Backgrounder. *National Security Policies: formulating national security policies for good security sector governance.*



**AFRICA CENTER
FOR STRATEGIC STUDIES**

AfricaCenter.org