



**AFRICA CENTER
FOR STRATEGIC STUDIES**

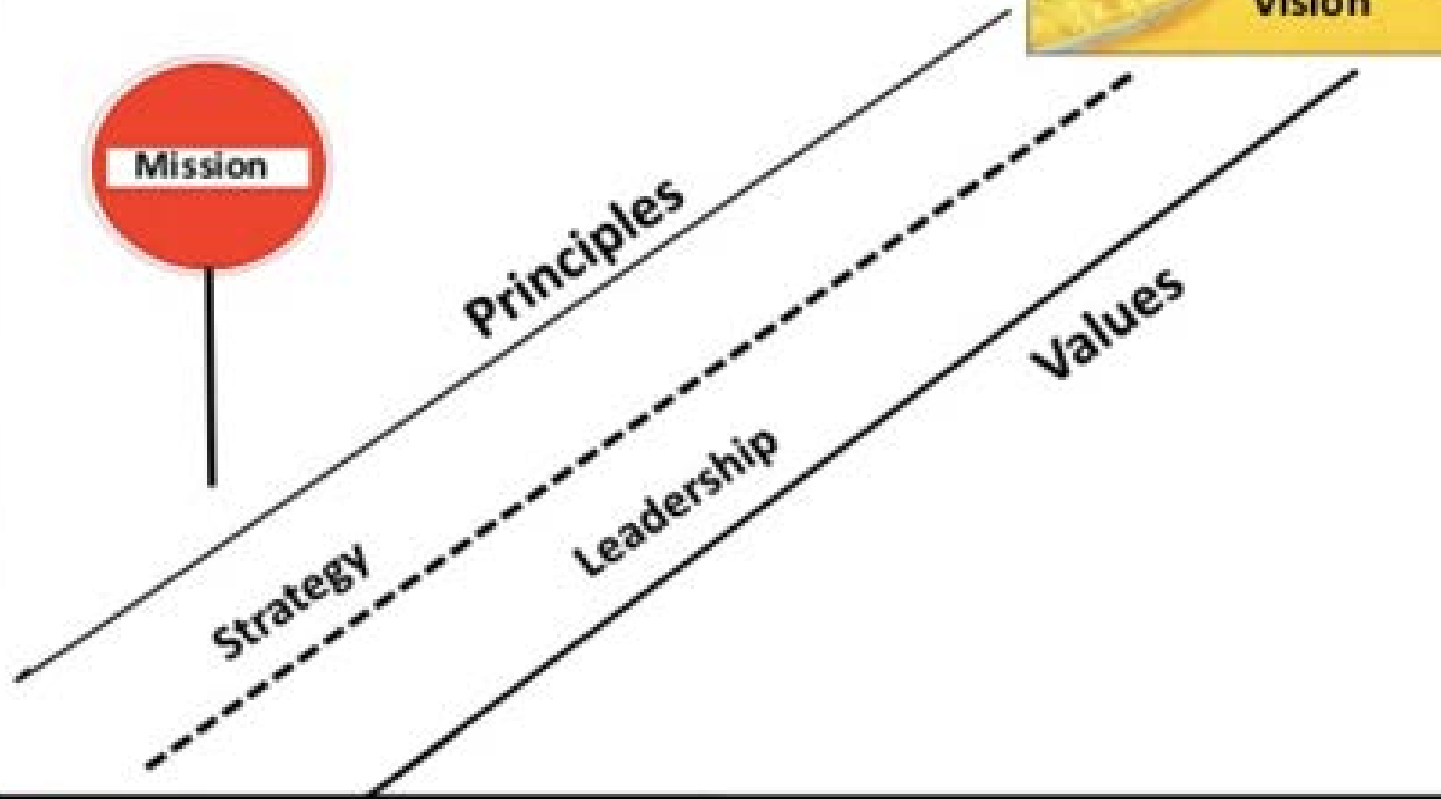
Session 6: Alignment of Resource and Security Strategies

Dr. Luka Kuol

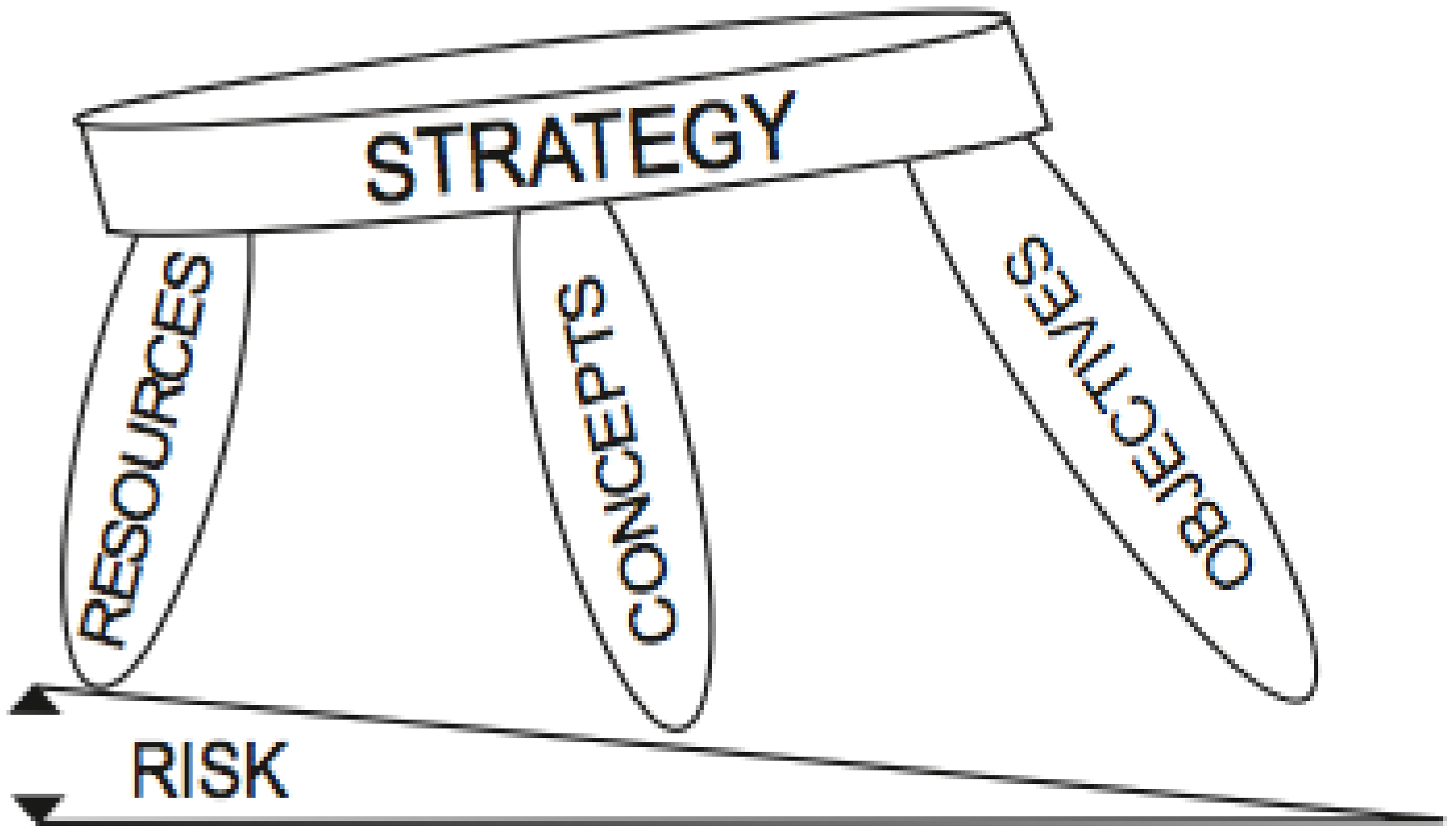
Outline

1. What is the link between National Security Strategy and Security Resource Management?
2. What is the framework for developing national security strategy?
3. How does national security strategy (ways) align and balance between resources (means), national security objectives (ends) and national security threats (risk)
4. South Sudan: The Case of Misalignment of Resource and its Outcome
5. The Key Takeaway

The Components for Success



Edward Meade Earle, Makers of Modern Strategy (1943)



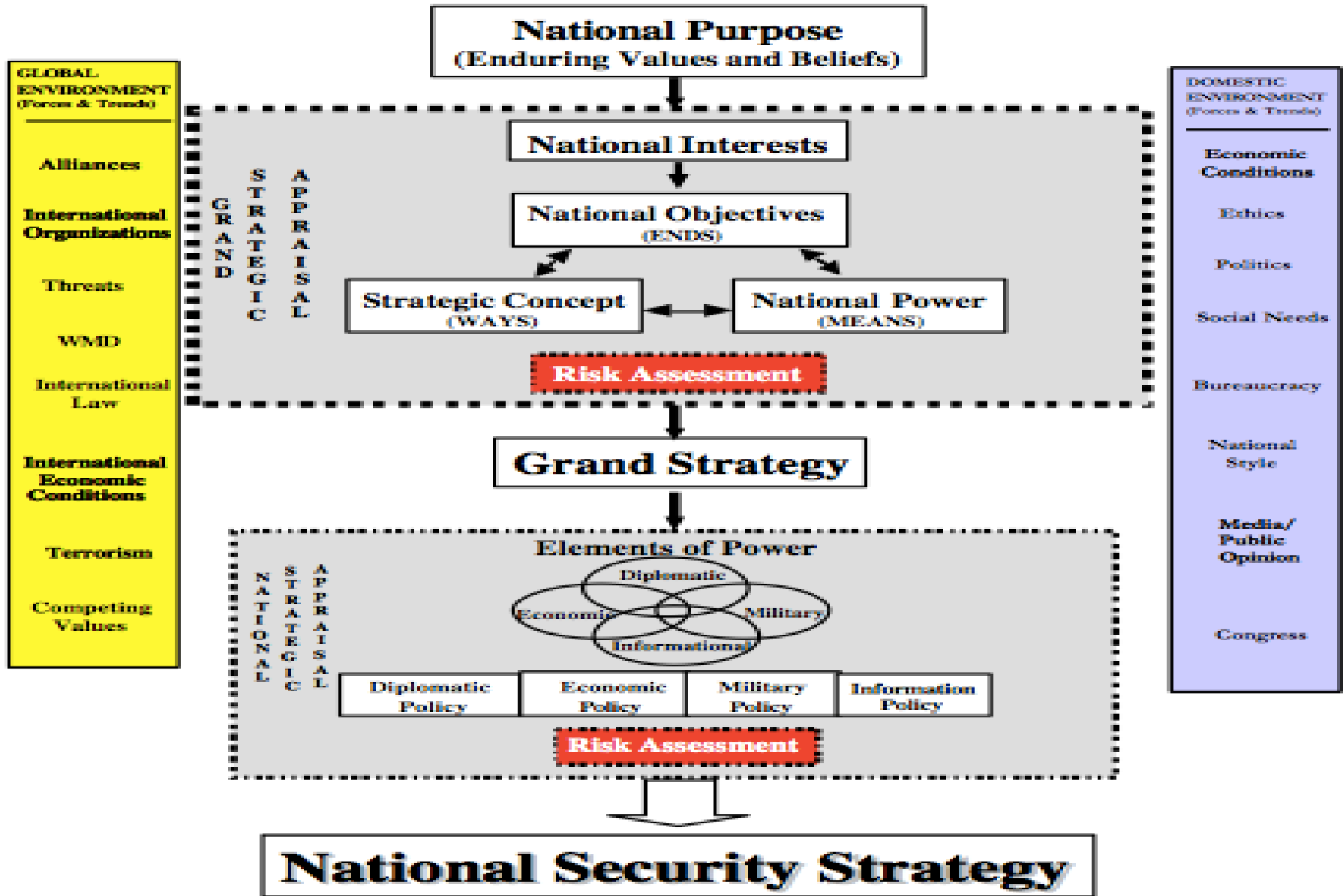
Source: *The Lykke Model* (Yager, 2010)

Strategic Development Process

Clip slide



Strategy Formulation Model: Vision, Interests, Policy, Strategy



Building Blocks of a National Security Policy

- Vision and Goals
- Values and Principles
- National Interest and Strategic Environment
- International Obligations
- Current and Future Threats, Risks, Challenges and Opportunities.
- Roles of the Main Political Institutions and Security Agencies.

Source: DCAF, 2015: National Security Policies and Knudsen, 2016

Steps in Formulating a National Security Policy

Initiation

- Agree on scope and methodology
- Raise public awareness of the process

Consultation and drafting

- Undertake national dialogue and assessments
- Define emerging values, interests and goals
- Set up a drafting committee

Review and reconciliation

- Circulate initial drafts for input
- Reconcile differing views
- Develop and review a final draft

Approval and dissemination

- Seek executive approval
- Submit final document to parliament for debate (and possible approval)
- Formulate coherent strategy for public communication and dissemination

Source: DCAF, 2015: National Security Policies. www.ssrbackgrounders.org

From Policy to National Security Strategy

- The Scope of NSS (External, Internal or Both)
- Fundamental Security Objectives (Sectoral Objectives)
- Regional and International Approach (strategy)
- National Security Council (role, responsibilities, composition and decision-making).

Source: Knudsen, 2016. Developing National Security Policy/Strategy: A Road Map

From Policy to National Security Strategy

- **Leading and Supporting Institutions and Agencies**
- **Requirements: Instruments and Capabilities**
- **Organization of NSS Documents**
- **Renewal and Update of NSS and Procedures**
- **NSS Document: Classified or Publicly Available**

Source: Knudsen, 2016. Developing National Security Policy/Strategy: A Road Map

Strategic Equation: Aligning Resource with Ends

• National Policy (Ends) = National Strategy (ways) + National Power (means)

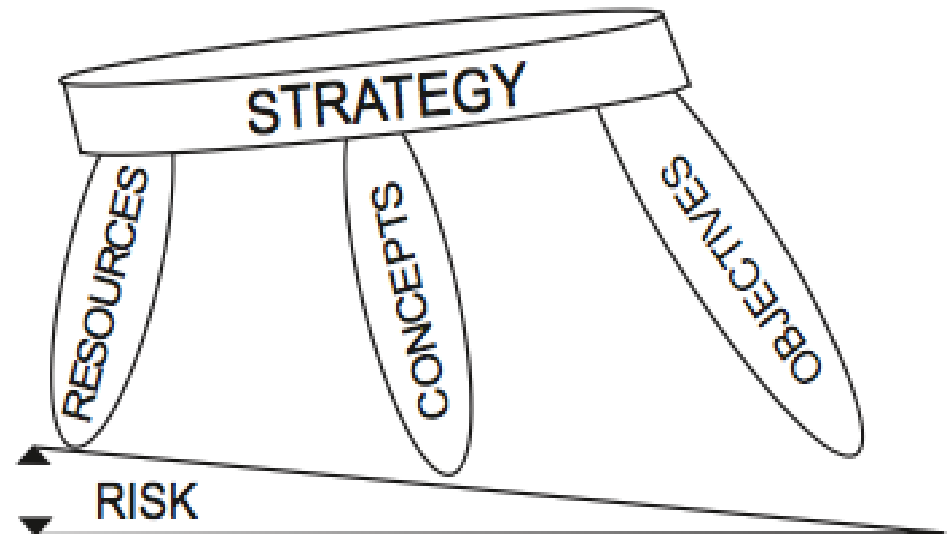
• National Strategy (ways) = National Policy (ends) – National Power (means)

are willing

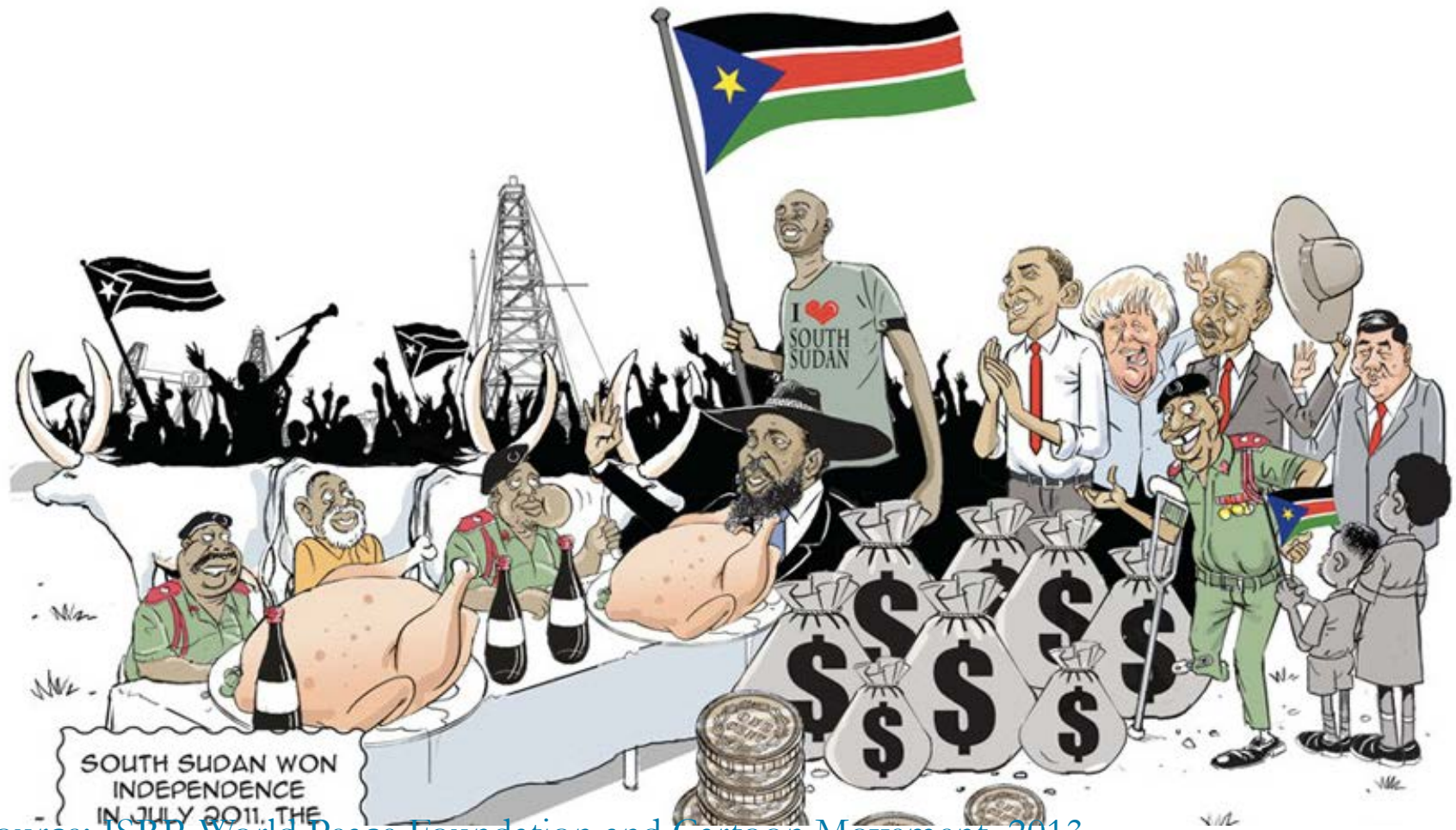
= It balances what you want with what you are able to pay for it.

• Strategic Balancing Options:

- Modify Ends
- Modify Means
- Modify Ways
- Reassess Risk



Resources: Oil, Aid and **SOUTH SUDAN: WHO GOT WHAT?**

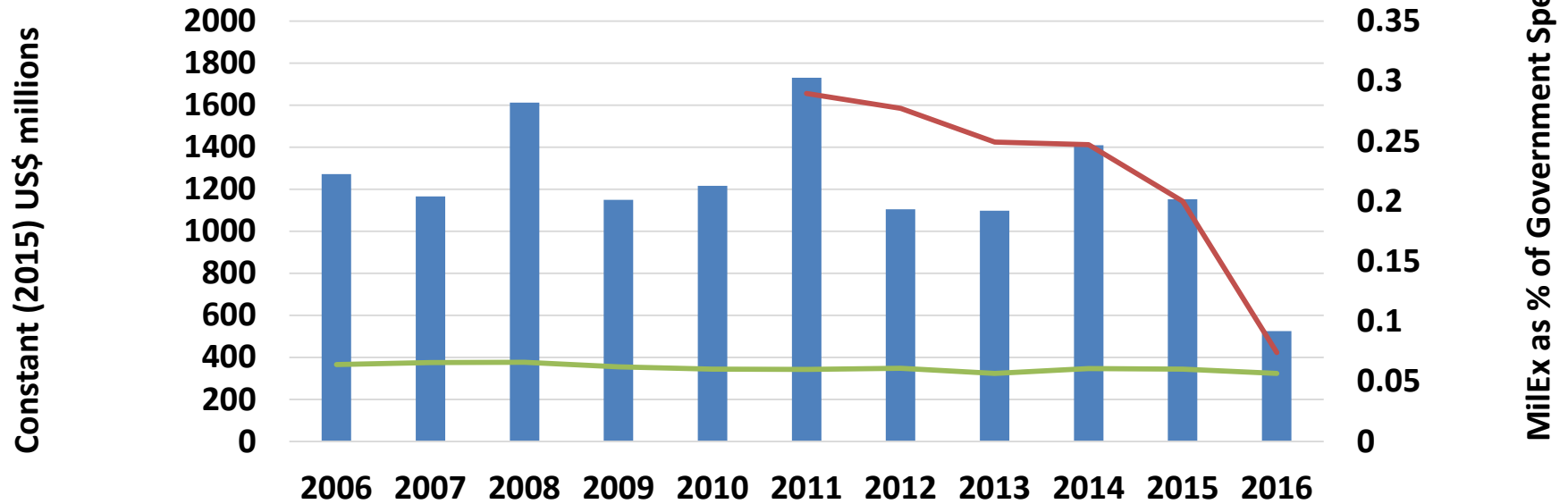


Source: JSKP, World Peace Foundation and Cartoon Movement, 2013

Misalignment of Resources: Development-Security

The Case of South Sudan

Military Expenditures



■ Military Expenditures (US\$ m.)

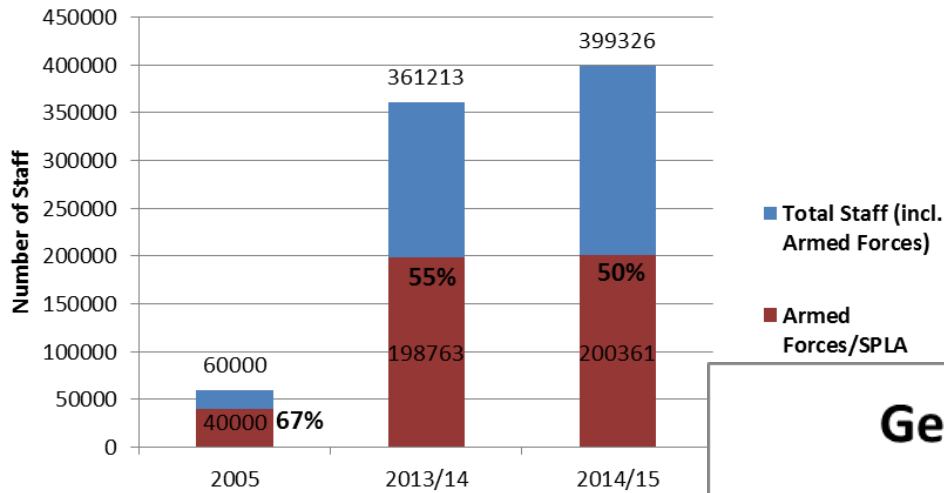
— % Government Spending (South Sudan)

— % Government Spending (Africa median)

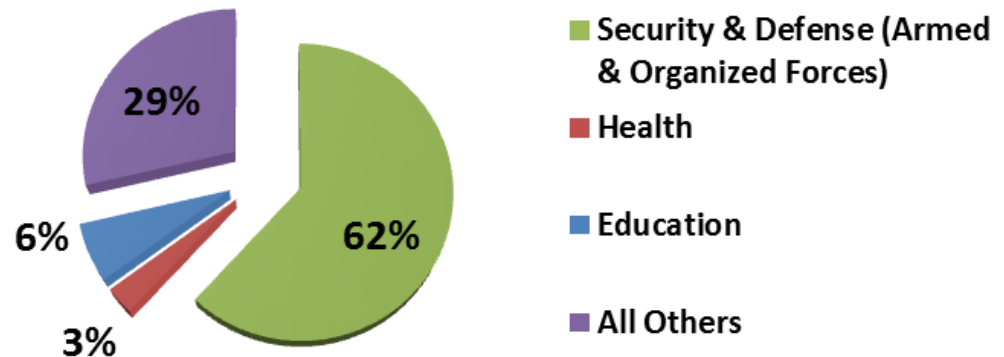
Misalignment of Resources: Development-Security

The Case of South Sudan

South Sudan Armed Forces as a % of Total Government Staffing



General Government South Sudan 2014/15

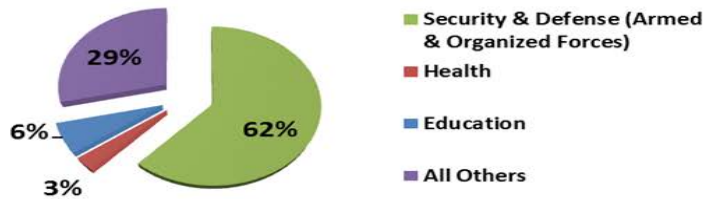


Misalignment of Resources: Development-Security

The Case of South Sudan

	<i>Doctors</i>	<i>Nurses</i>	<i>Police</i>
South Sudan	1.5	2	>450
Liberia	7.5	30	108
Ghana	7.1	90	94
Kenya	9.5	80	81

General Government South Sudan 2014/15



General Government Afghanistan 2013



General Government Liberia 2013



General Government Timor Leste 2013



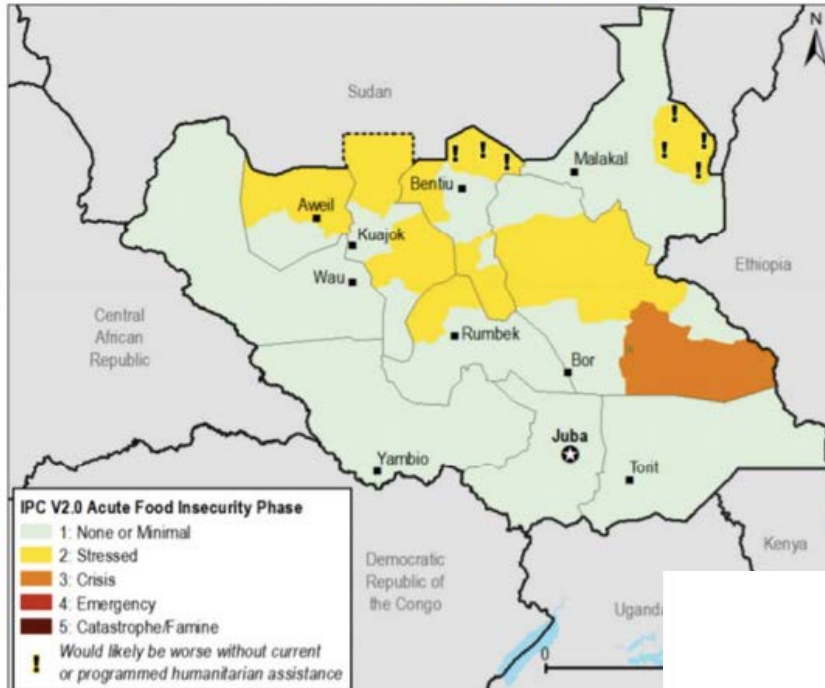
The Outcomes of Misalignment of Resources

The Case of South Sudan

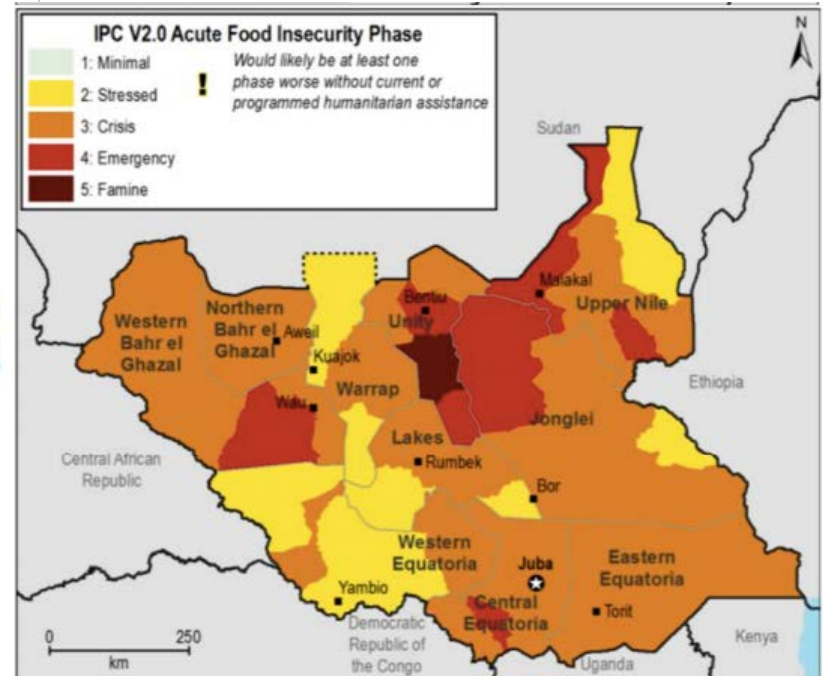


CONFLICT AND FAMINE IN SOUTH SUDAN

OCTOBER 2013



FEBRUARY-MAY 2017, PROJECTED



Source: FEWS NET

The Key Takeaways

- National Security Strategies are indeed necessary for Africa in building consensus around security challenges and providing a long-term holistic framework for managing security threats.
- But, they are not solutions by themselves but means for addressing security threats.
- National Security Strategies are not necessarily Security Sector Reforms, nor Defense White Papers or National Security Acts
- Lack of strategic direction could be disastrous as in the case of South Sudan that is not an exception and it could happen in other African countries.

Recommended Readings

1. DCAF, 2016. “National Security Policies: Formulating national security policies for good security governance”. *SSR Backgrounder Series*. Geneva: The Geneva Centre for the Democratic Control of Armed Forces (DCAF). www.dcaf.ch.
2. Knudsen, Bard, 2012. “Developing a National Security Policy/Strategy: A Roadmap”. *Security and Peace*. Vol. 30 (3). pp: 135-140



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