Session 6: Alignment of Resource and Security Strategies

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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

- Strategic Leadership
- Strategic Thinking
- Strategic Design
- Strategic Implementation

- Ten Strategic Principles
- Eight Dimensions of Strategy

Value

Source: www.slideshare.net/JohnPersico1/strategy-development-process
Strategy Formulation Model: Vision, Interests, Policy, Strategy

Source: U.S. Army War College, 2003
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.

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

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)

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

• Strategic Balancing Options:
  - Modify Ends
  - Modify Means
  - Modify Ways
  - Reassess Risk

Resources: Oil, Aid and Goodwill

**South Sudan: Who Got What?**

Source: JSRP, 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)

Source: SPIRI
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

Source: Republic of South Sudan Approved Budget 2014/2015
Misalignment of Resources: Development-Security
The Case of South Sudan

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Source: Nunbery, 2015 (International Growth Center)
The Outcomes of Misalignment of Resources
The Case of South Sudan

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

