

FORMULATING POLICIES OF NATIONAL SECURITY FOR GOOD GOVERNANCE

Brigadier General Ibra Boulama Issa – Niger

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Outline

I. FIRST PART: KEY ELEMENTS OF A NSS

- A. CONCEPTUAL DEFINITIONS
- B. VISION AND STRATEGIC INTERESTS
- C. SECURITY POLICY AND STRATEGY

II. SECOND PART: CONCRETE CASE ON NIGER

- A. NATIONAL CONTEXT AND STATE OF PLAY
- B. NECESSITY AND IMPLEMENTATION OF THE SGI PROGRAM
 - 1. STRATEGIC FRAMEWORK
 - 2. ALIGNMENT OF RESOURCES
 - 3. IMPROVEMENT OF EXTERNAL COMMUNICATIONS

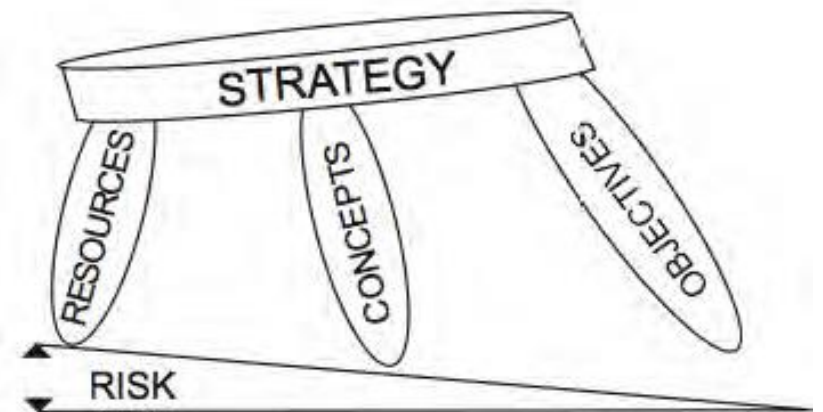
A. The Strategy

“Strategy is the art of controlling and using the resources of a nation– or a coalition of nations – notably their armed forces, so that their vital interests are promoted and secured effectively against present, potential, or simply presumed enemies ”

Edward Meade Earle, Makers of Modern Strategy (1943)

A strategy responds to three imperatives:

- Connect objectives, policy targets (interests and objectives) to limited available resources;
- Contribute to the clarification of the objectives of the policy in helping to establish priorities in light of limited resources
- Conceptualizing resources as a means to a policy



The Lykke Model (Yager, 2010)

➤ **It is a calculated relation between the end, the ways, and the means.**

B. VISION AND NATIONAL INTERESTS

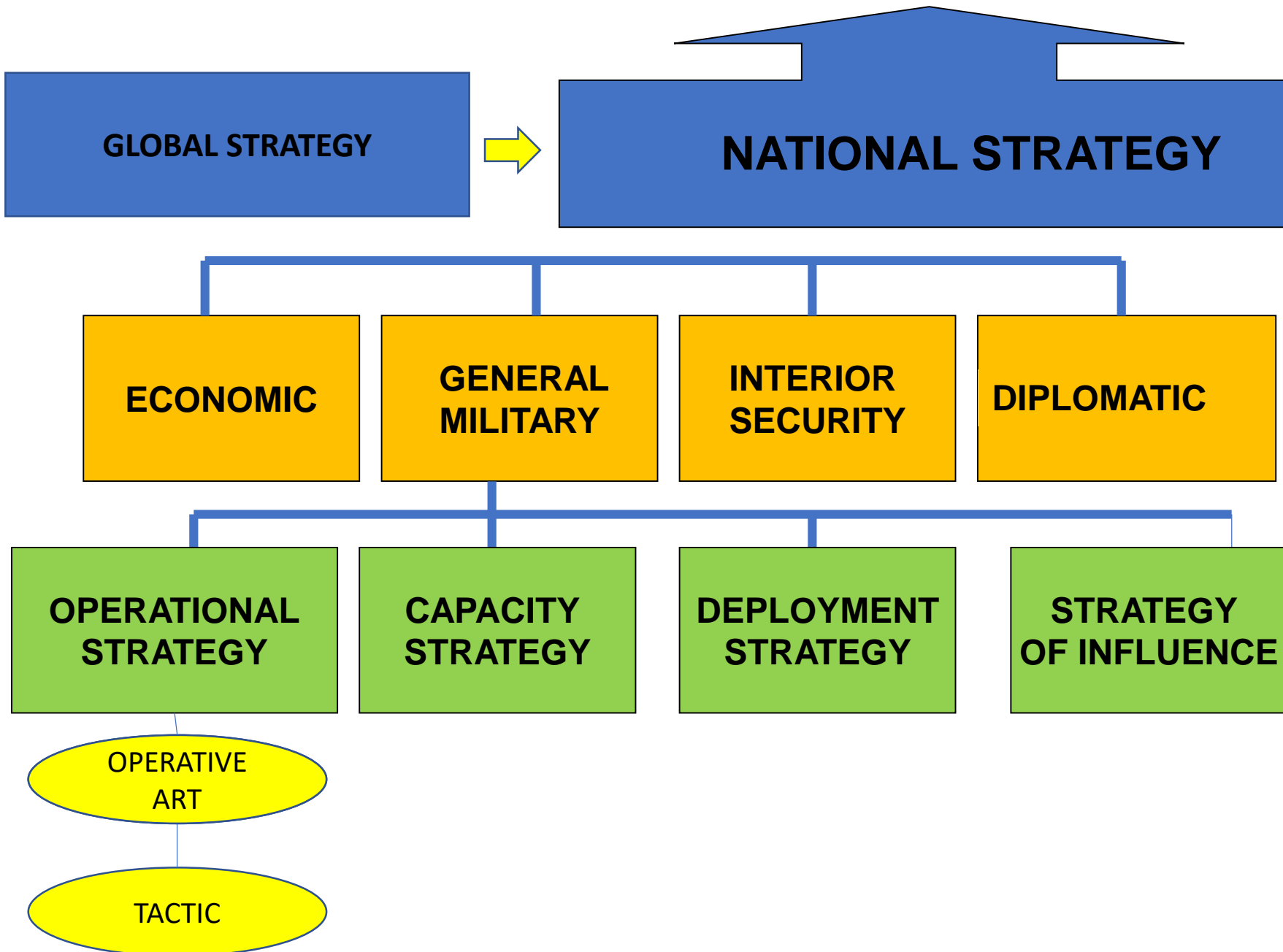
- **A credible policy vision** is necessary to inspire and guide towards better tomorrows
- **A strategic vision** should, ideally, grab the fundamental values of a nation and present these values with all emphasis on affirming how the legitimacy of the State will be created and consolidated
- **A national interest** is what is considered by a country as being a desirable objective with a positive anticipated impact upon the realization of its national strategic vision.
- **National interests** set policy and strategy objectives, and the basis of determining the means of implementing the policy and the strategy

C. NATIONAL SECURITY POLICY AND STRATEGY

- **Policy** is a grand official declaration of a very important vision of national security in the long term which describes the intention of a country to provide its own security and that of its population.
- **Strategy** is a practical document or an outline which describes how to implement a national security policy.
- **A national security strategy** is defined as being a formal description of **methods** used by the state and its population in order to achieve the vision and the objectives stated in the national security policy. This includes: fixing specific **objectives**, identifying **priorities**, and considering **activities** and the allocation of **resources**.

Model of Strategy Formulation: Vision, Interests, Policy, Strategy





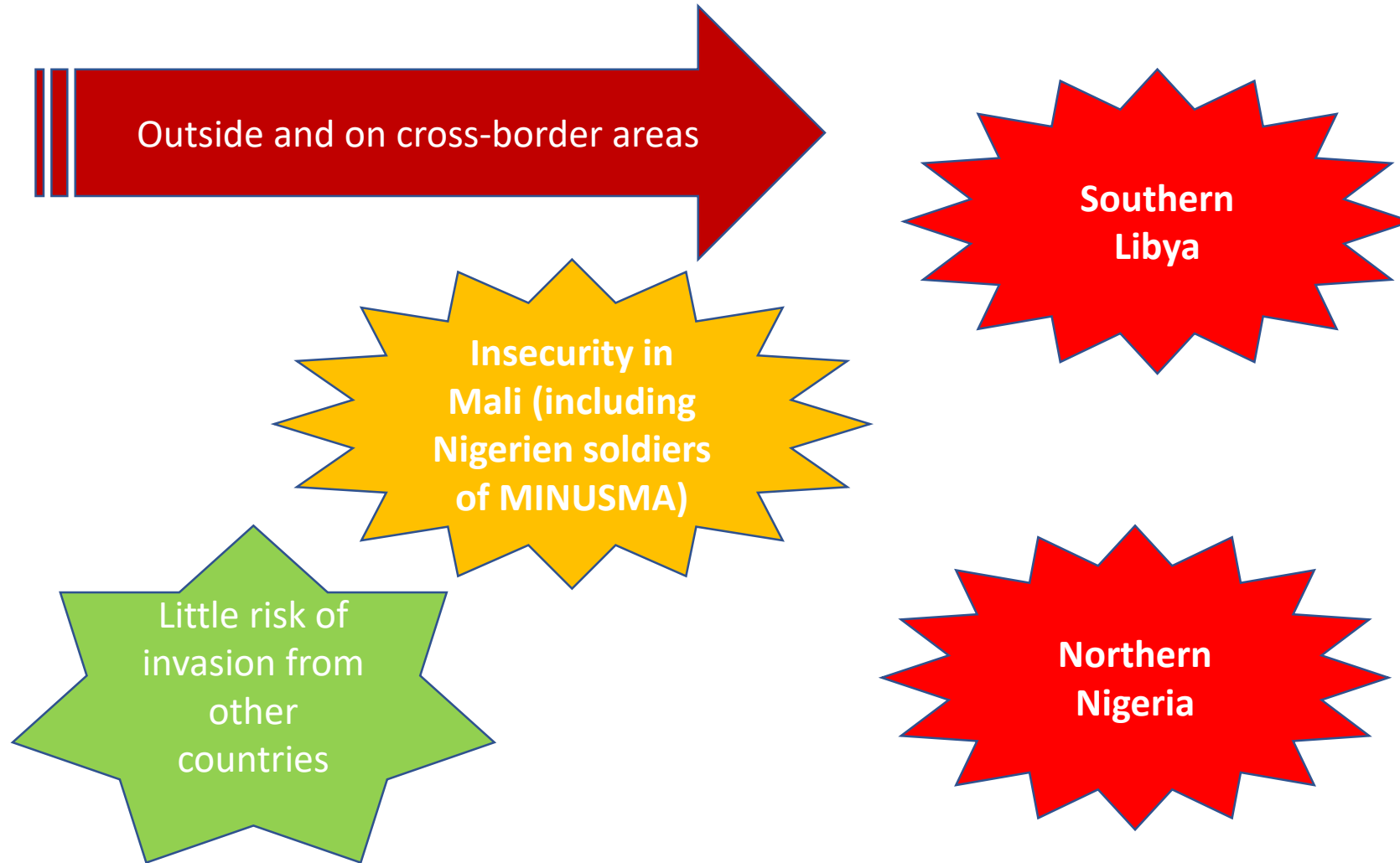
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Analysis of the Context: Risks and Threats



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In the interior

Youth unemployment

Environmental risks

Residual
insecurity(cattle
theft, road
cutters...)

Radicalization
and violent
extremism

Attacks on
strategic sites
(Mines...)

Illicit
trafficking

AQIM
(removal of
foreigners)

Land and inter-
community
conflicts

Clandestine
migration

Boko Haram

Demographic growth

STRATEGY RECOMMENDATIONS FOR THE JCAP

- A national strategy for the articulation of the Forces of Defense and Forces Interior Security
- A national strategy of border management specific to Niger in view of cross-border threats
- A strategy to strengthen the grid on the whole territory
- A framework of multiannual programming of actions and resources
- A coherent and specific communication plan for each institution, to sensitize the questions of security, defense, and strengthening civic spirit.

B. SGI PRIORITY AREAS OF INTERVENTION

1. DEVELOPMENT OF A STRATEGIC FRAMEWORK

2. MANAGEMENT OF RESOURCES

- i. HUMAN RESOURCES
- ii. MATERIAL RESOURCES
- iii. FINANCIAL RESOURCES

3. IMPROVEMENT OF EXTERNAL COMMUNICATIONS

B1. Development of a National Strategic Framework

- Final state sought for the Government of Niger:
 - The more appropriate structure of the Forces of Defense and Security (FDS) is defined in regard to threats and available resources.
 - The roles and attributions of the FDS are stated in the context of emerging threats
 - The tools to determine the judicious assignment of resources (human, material, and financial) are developed.
- Approval of the Directive of Planning of FDS for a
- Long-term institutionalization of the Planning Based on Capacities (PBC)

The Process of PBC

1. Preparatory Phase	2. Discovery Phase	3. Solutions Phase
Strategic Directives (Of the High Hierarchy)	Operationalize Scenarios (Simulate the mission areas in probable situations)	Examine the Solutions (Understand why gaps exist and design affordable and accessible means and resolve them)
Identify the Area of the Mission (Body Goals)		Develop Plans of Implementation (How to implement solutions)
Develop the Scenarios of Planning (Tools to evaluate the capacity of each body to execute their missions)	Identify the Gaps (identify where the planning of capacities is insufficient to carry out missions)	
Define Operational Concepts (How units operate in using planned capacities)	Evaluation (how to evaluate the impact of solutions)	

B2i. MANAGEMENT OF HUMAN RESOURCES

- The management of human resources of defense is the basis of the capacity of a nation to organize, form, equip, deploy, employ, and support an effective and efficient army.
- Apply a MOS coding system (Military Occupational Specialities) to all units and personnel;
- Implement a policy of efficient promotion;
- Implement a policy of effective assignment;
- Redefine the rules of evaluation in the notation of personnel.
- Carry out an analysis of job duties for the FDS to determine the need in personnel and standardize the TED

B2ii. MATERIAL RESOURCES

- On the material plan, the Forces of Defense and Security are facing enormous challenges to ensure acquisition, procurement and replenishment of logistical needs in optimum time.
 - Also, the absence of secondary logistical bases is a factor which limits the capacity of the FDS to be able to satisfy the forces in logistical need in the interior of the country as soon as possible.
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- Formulation of a joint logistical doctrine.
 - Standardization of common norms of management of logistical activities data of the FDS.
 - Manual on the factors of logistical planning.

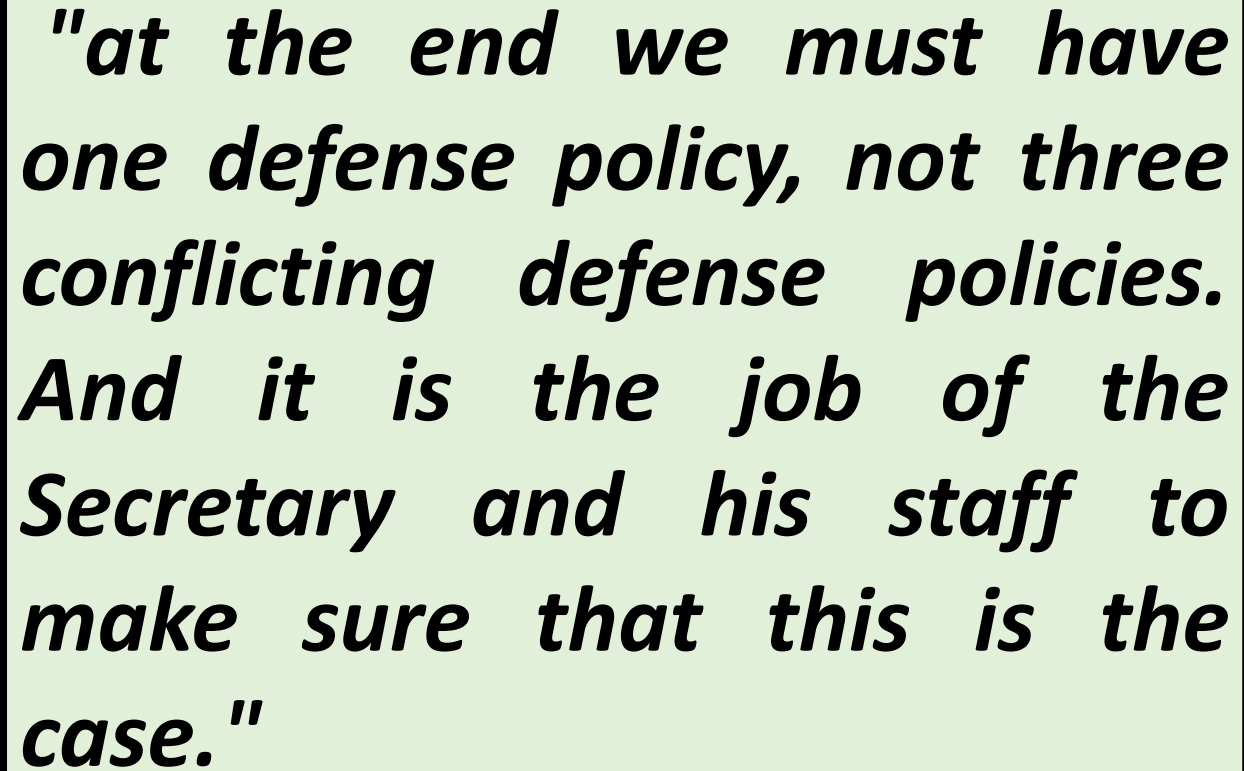
B2iii. FINANCIAL RESOURCES

To achieve these different policies of management of human and material resources, a good framework of financing and execution of expenses are needed.

The allocation of the budget must be done in terms of strategic priorities through the development of a reliable process which binds these to available financial resources

:

- Improve budget planning in establishing staffing limits based on the provided activities
- Improve the methods of estimation and analysis of cost through the utilization of common tools
- Allocate resources conforming to strategic priorities



"at the end we must have one defense policy, not three conflicting defense policies. And it is the job of the Secretary and his staff to make sure that this is the case."

Robert S. McNamara

THE ART OF DISTRIBUTING RESOURCES EQUITABLY]

The right resources in the right places, at the right moment, to respond to current and future priority threats as articulated in the national strategic framework

Visibility and transparency between systems improve the operational response

3. IMPROVEMENT OF EXTERNAL COMMUNICATIONS

- Final state sought: the government coordinates and communicates more effectively with the public.
 - Strengthen the confidence and collaboration of the public;
 - Ensure transparency in the security sector and access of the public to information on questions of defense and security
 - Promote dialogue between the government and the communities
 - Strengthen the capacities of the media in the area of defense and security

CONCLUSION

- The analysis of the national strategic framework based on the principle that
“resources linked to the security sector are always limited”.
It is important to orient them towards the areas most important especially those of the major priority gaps identified in the accomplishment of the fundamental missions of the FDS of Niger.
- The integrated approach of SGI in Niger (FAN, GN, GNN, PN) is compatible with this principle
 - 1) In taking account of the specific skills of each body in meeting the needs of the security sector and,
 - 2) By avoiding excessive expenses and useless duplications.
- The improvement of external communications finally helps to support the efforts of the government to ensure transparency in the security sector and strengthen the confidence of the population.