

Plenary Session 3: Strategy and Resources

Format: Plenary presentation
Discussion groups

Objectives:

- Discuss goals, processes, and roles of key actors that should be involved in security sector strategy development and implementation
- Discuss the importance of aligning budgets with national security priorities
- Analyze the key principles and practices of security resource management
- Discuss the major components of a security sector budget including procurement, operations and maintenance, and personnel

Background:

A national security strategy is intended to identify future threats, assess capabilities, and provide guidance on meeting security challenges. While it may foresee changes in the threat environment, it cannot predict shocks to the system. As such, security shocks – terrorist threats, natural disasters, volatility of commodities prices, conflicts, and public health emergencies – may elicit responses that temporarily or permanently change a national security strategy.

There are three goals of a national security policy or strategy process. First, it must prioritize threats to the state and its citizenry, as well as provide security against those threats. Second, it must institutionalize civilian control and oversight over the various uniformed security agencies and determine suitable roles for each within the legal limits of the national constitution and the priorities established in the national security strategy. Third, the process must ensure the affordability and rationality of the security budgets, while providing for sufficient levels of transparency and accountability.

Once the national interests are determined and prioritized, the threats and risks to those interests as well as the capabilities needed to address those threats and risks must be assessed. In simplest terms, this process prioritizes national interests to determine the objectives - ends - that the strategy is intended to accomplish. Ways and means – referring to the resources required (means) and how those resources will be applied (ways) - are then aligned with the strategy's objectives to generate the desired strategic outcomes. This combination of ends, ways and means forms the core of a national security strategy.

Leadership on national security strategy is about strategic choices, long-term planning and accountability. These attributes are particularly relevant to Africa's security sector, where fiscal resources are sometimes scarce. Therefore, decisions on how to efficiently allocate and utilize them to attain national security goals should be guided by efforts to

optimally promote the public good. A complex external donor environment further complicates resource management efforts, with donors displaying a variety of motivations and limitations on assistance. In addition to managing human resources, budgeting and procurement reflect two areas where security sector stakeholders must show sound judgment and unimpeachable ethics if they are to successfully address the continent's security challenges.

Discussion Questions:

- What is the difference between “policy” and “strategy” and is there a difference between national security policy, national security strategy and security sector reform?
- How can a country implement security sector transformation without national security policy and national security strategy?
- Which budgetary system does your country use? Which system would be most effective (given current institutions, arrangements, personnel)?
- Should exceptions be made for confidentiality and urgency in the security sector?
- How could government and military officials; parliamentarians; the media; and civil society improve your country's security sector budgeting and procurement?

Recommended Readings:

Nicole Ball and Len Le Roux, “A model for good practice in budgeting for the military sector,” in Wuyi Omitoogun and Eboe Hutchful, eds. *Budgeting for the Military Sector in Africa: The Processes and Mechanisms of Control*, SIPRI, 2006.

<https://www.sipri.org/sites/default/files/files/books/SIPRI06OmHu/SIPRI06OmHu.pdf>

Geneva Centre for the Democratic Control of Armed Forces, “National Security Policies,” *SSR Background Series* (Geneva: DCAF, 2015).

http://www.dcaf.ch/sites/default/files/publications/documents/DCAF_BG_9_National%20Security%20Policies.11.15.pdf

http://www.dcaf.ch/sites/default/files/publications/documents/DCAF_BG_9_Les%20politiques%20de%20securite%20nationale.11.15.pdf

Harborne, Barnard, Dorotinsky, William, and Bisca, Paul, ed. *Securing Development: Public Finance and the Security Sector*, *The World Bank Group*, 2017. In English and French.

<https://openknowledge.worldbank.org/handle/10986/25138>