



**AFRICA CENTER
FOR STRATEGIC STUDIES**

**Africa Centre for Strategic Studies
National Security Strategy Development Workshop
8 – 12 April 2019
Gaborone - Botswana**

Session 7: Implementation of National Security Strategy

Tuesday, 11 April 2019

By

Brig Gen Saleh Bala (Rtd) - Nigeria

White Ink Consult Ltd

Strategic Communication + Defense and Security + Training

whiteinkconsult@gmail.com, +2348033174122

Agenda

- **The Role of Political Will and Institutional Leadership in the formation and formulation of National Security Strategy**
- **The Perils and Challenges facing leadership in formulating and implementing National Security Strategies in Africa.**
- **How to Harness and Buy-in Political and Leadership to the Process of Initiating the Crafting, implementation and Review of the National Security Strategies in Africa**

Strategy Implementation Not an Easy Task



What is Strategy Implementation?

Strategy Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals.

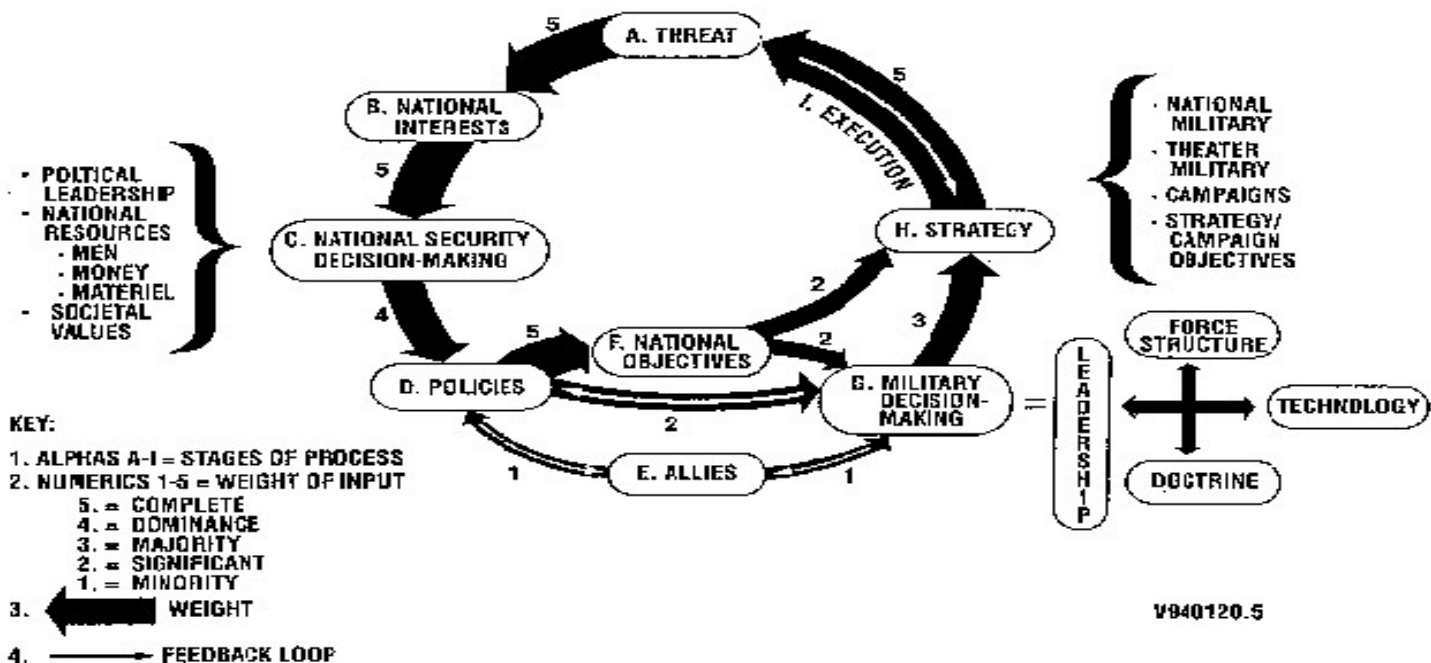
Erica Olsen



https://www.google.com/search?q=strategy+implementation&tbm=isch&source=iu&ictx=1&fir=Uvd8_VBB-dSGnM%253A%252ClzqBdQFPb6vNqM%252C_&vet=1&usg=AI4_-kTbnwOpJ9rBIE4VWw3y4bEuWDgj-A&sa=X&ved=2ahUKEwivk_uX2aDhAhWHHhQKHeuWAIYQ9QEwAHoECA0QBg&biw=1440&bih=821#imgrc=hM7s65bBO57EeM:&vet=

The Strategy Process

THE MOWBRAY STRATEGY/ PROCESS ANALYSIS MODEL



The Strategy Process is Leadership Dependent

The Role of Political Will and Institutional Leadership in the formation and formulation of National Security Strategy:



<https://www.ccl.org/blog/how-to-successfully-move-into-a-strategic-leader-role-2/>

What is Political Will?

...the commitment of political leaders and bureaucrats to undertake actions to achieve a set of objectives and sustain the costs of those actions over time (Brinkerhoff 200,242).

From Political Won't to political Will: Building Support for Participatory Governance, Edt Carmen Malena

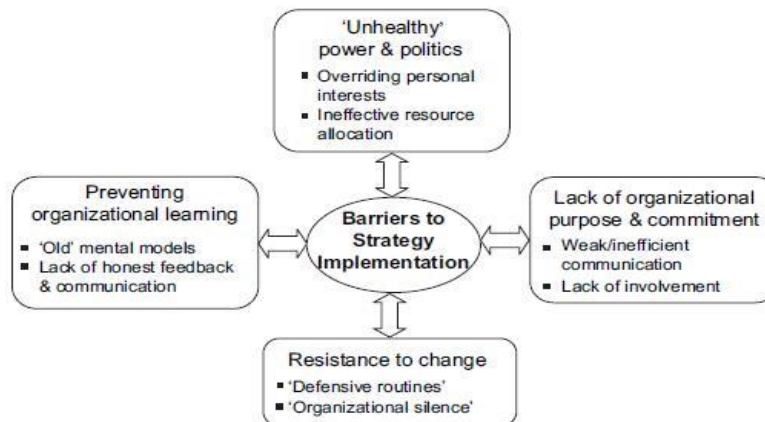
Role of Institutional Leadership

- Statutory and Primary Security Institutions.
- The Executive Branch of Government.
- Justice and Rule of Law Institutions.
- Public Oversight Bodies.
- Civil Emergency Units.
- Non-statutory Security Bodies.
- Civil Society.
- International Partners.

Perils and Challenges to Leadership in Formulating National Security Challenges?

- Touches issues of National Sovereignty and self-determination;
- Affects public perception of the defence and security architecture
- Requires decisions relating to societal values such as freedom, security, justice, equality, rule of law and human rights.
- Implies a redistribution of power and resources
- May entail redefining key notions of the social compact, political dialogue, national identity, citizens and state authority, especially in volatile situations affected by mistrust.

Political Leadership and National Ownership of Security Sector Reform Process,
Toolkit for Security Sector Reforms and Governance in West Africa DCAF, 2015

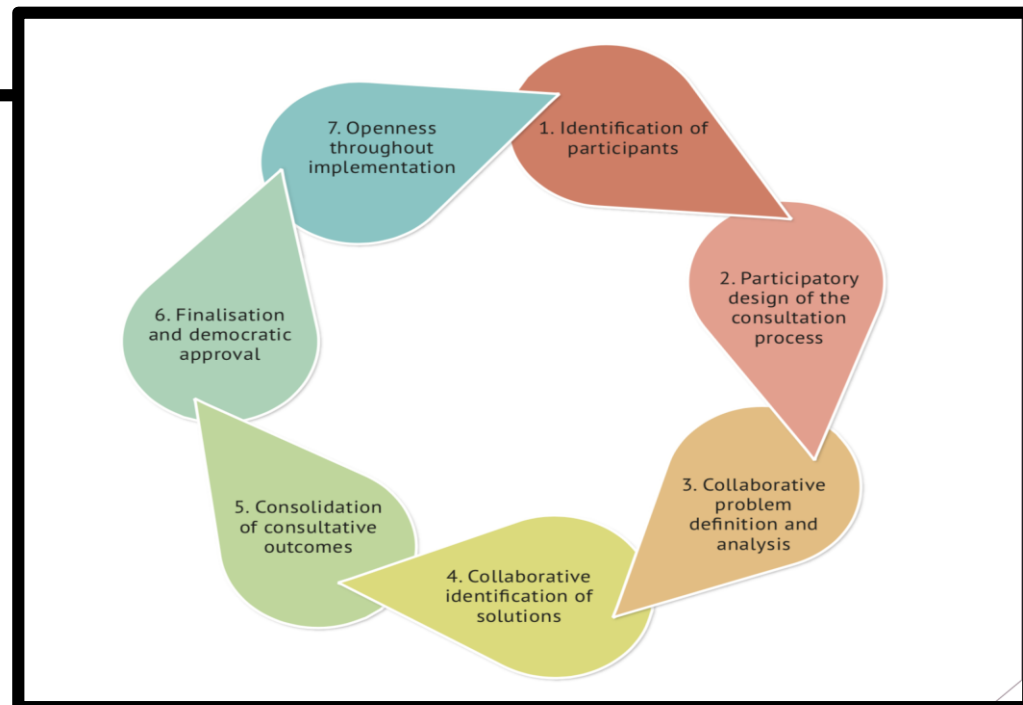


Generating Buy-in and Sustaining Political Will

- Integrity.
- Inclusiveness.
- Technical capacity.
- Internal Coherence within the Coordination Body.
- Strategic Communication.
- **Feedback.**

Cultivating Political Will and Stimulating Buy-in

- Formal Consultations.
- Informal Discussions.
- Public Outreach.



Political Leadership and National Ownership of Security Sector Reform Process,
Toolkit for Security Sector Reforms and Governance in West Africa DCAF, 2015

Conclusion



Thanks for Listening