National Security Strategy Processes in Africa

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Outline

• Why does process matter?
• Steps in the NSSD process
• A PDIA Framework
• Understanding coordination mechanisms
• Working with stakeholders.
• Key takeaways.
Context – Africa Center Framework for National Security Strategy Development

The 5 Ps

• Process
• Product
• Priorities
• People
• Partnerships
The Process

1. Goal setting.
2. Data collection, collation and analysis
3. Establishing a consultative approach
4. Drafting the documents
5. Approval and adoption
6. Implementation and coordination
7. Evaluation and feedback loops
## Goal Setting

<table>
<thead>
<tr>
<th>Simple</th>
<th>Boiling an egg ......</th>
<th>The old approach ......</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Recipe</td>
<td>a. Identify current issue</td>
</tr>
<tr>
<td></td>
<td>b. Results</td>
<td>b. Apply template or best practice</td>
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<tr>
<td></td>
<td>c. Replicate</td>
<td>c. Expect results</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Complicated</th>
<th>Building a plane ......</th>
<th>The current approach ......</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a. Plan</td>
<td>a. Analyze current issue</td>
</tr>
<tr>
<td></td>
<td>b. Personnel, Partnerships</td>
<td>b. Secure assistance</td>
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<td></td>
<td>c. Adequate resources</td>
<td>c. Encourage partnerships</td>
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<td></td>
<td>d. Product</td>
<td>d. Apply template or best practice</td>
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<tr>
<td></td>
<td>e. Replicate</td>
<td>e. Expect results</td>
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</tbody>
</table>

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<tr>
<th>Complex</th>
<th>Raising a child ......</th>
<th>A preferred approach ......</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>a. Observe and Learn</td>
<td>a. Understand the issues</td>
</tr>
<tr>
<td></td>
<td>b. Understand resources</td>
<td>b. Learn from ecosystem</td>
</tr>
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<td></td>
<td>c. Iterate</td>
<td>c. Strengthen teams and institutions</td>
</tr>
<tr>
<td></td>
<td>d. Adapt</td>
<td>d. Iterate and adapt ...... over time.</td>
</tr>
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Participatory Budget Processes

- There are complex, evolving and emerging security challenges across the African continent.
- Uniformed forces alone cannot address these challenges.
- This is particularly true in environments that are both fragile and resource-constrained.
- Participatory budget processes allow all domestic stakeholders and external partners to deliberate and negotiate over the allocation, implementation and monitoring of public sector resources.
- While the security sector has some peculiarities (e.g. some confidentiality and occasional urgency), it is clear that participatory processes could improve efficiency, impact, accountability, ownership and sustainability.
Framework for Participatory Processes

P --- Problem

D --- Problem-Driven

I --- Problem-Driven Iterative

A --- Problem-Driven Iterative Adaptation
**Figure 8.2.** The iterative process in simple form
Stakeholders and Networks

Military

Government

Parliament

Police & others

Partners

Private
Layered Participatory Networks

Development

Allocation

Implementation

Monitoring

Flexibility

Flexibility

Feedback

Military

Government

Parliament

Partners

Private

Police & others

Connecting the dots . . . .
Overcoming Challenges

- Improving knowledge of strategy and strategic goals
  - Incorporating minority voices
  - Aligning interests (domestic and external)
  - Ensuring political will
  - Institutionalizing sound practice
  - Building supportive networks
  - Addressing corruption
  - Enhancing institutions and capacity
  - Establishing a social contract
Five Key Takeaways

1. Adapt and apply principles consistently
2. Learn from, and share with, peers
3. Celebrate success
4. Strengthen institutions
5. Develop and sustain effective networks
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