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FOR STRATEGIC STUDIES**

# **National Security Strategy Processes in Africa**

Raymond Gilpin, PhD

# 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

<p><b>Simple</b></p>	<p><b>Boiling an egg . . . . .</b>  <i>a. Recipe</i>  <i>b. Results</i>  <i>c. Replicate</i></p>	<p><b>The old approach . . . . .</b>  <i>a. Identify current issue</i>  <i>b. Apply template or best practice</i>  <i>c. Expect results</i></p>
<p><b>Complicated</b></p>	<p><b>Building a plane . . . . .</b>  <i>a. Plan</i>  <i>b. Personnel, Partnerships</i>  <i>c. Adequate resources</i>  <i>d. Product</i>  <i>e. Replicate</i></p>	<p><b>The current approach . . . . .</b>  <i>a. Analyze current issue</i>  <i>b. Secure assistance</i>  <i>c. Encourage partnerships</i>  <i>d. Apply template or best practice</i>  <i>e. Expect results</i></p>
<p><b>Complex</b></p>	<p><b>Raising a child . . . . .</b>  <i>a. Observe and Learn</i>  <i>b. Understand resources</i>  <i>c. Iterate</i>  <i>d. Adapt</i></p>	<p><b>A preferred approach . . . . .</b>  <i>a. Understand the issues</i>  <i>b. Learn from ecosystem</i>  <i>c. Strengthen teams and institutions</i>  <i>d. Iterate and adapt . . . . . over time.</i></p>

# 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.

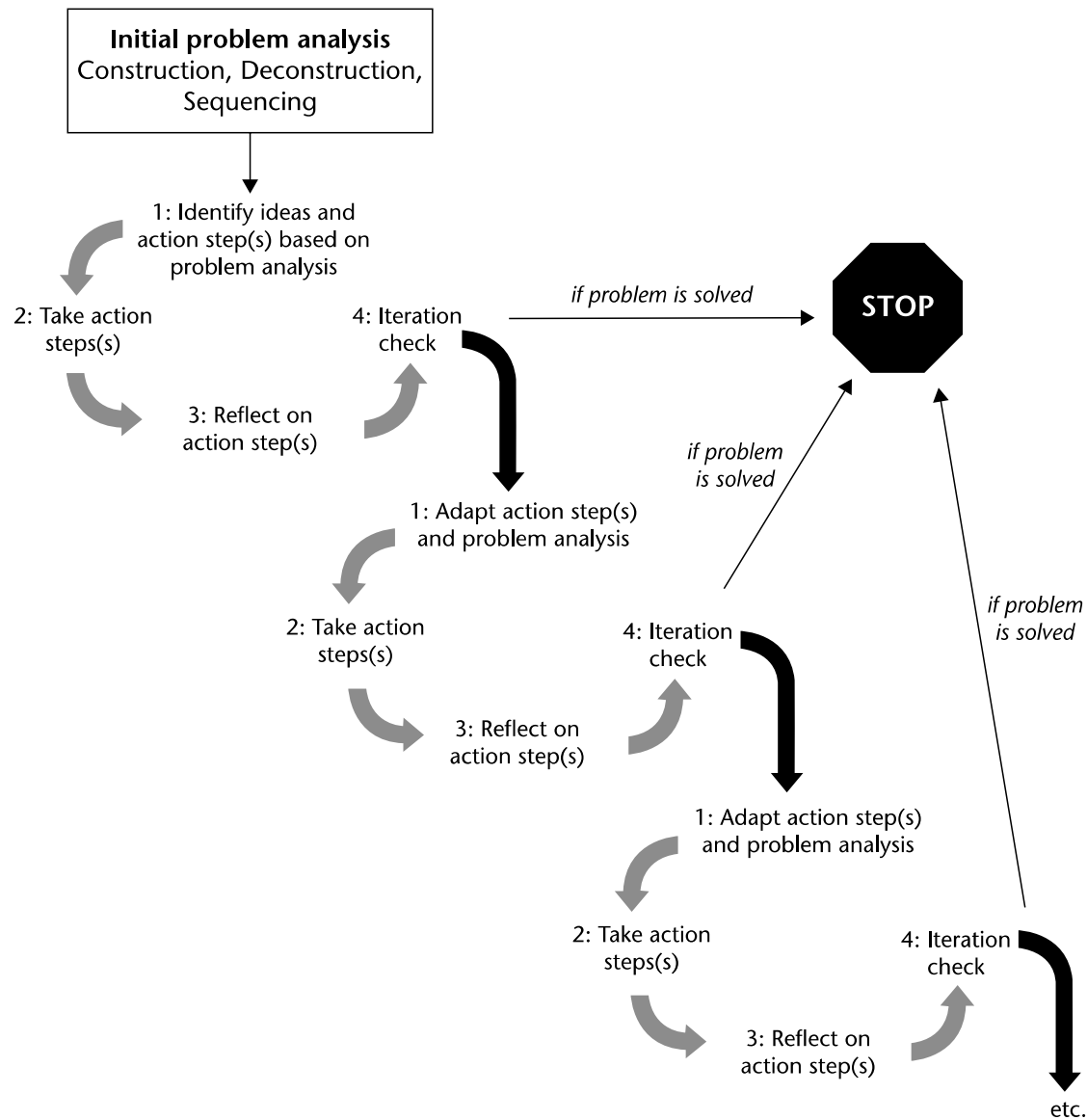
# Framework for Participatory Processes

P --- Problem

D --- Problem-Driven

I --- Problem-Driven Iterative

A --- Problem-Driven Iterative Adaptation

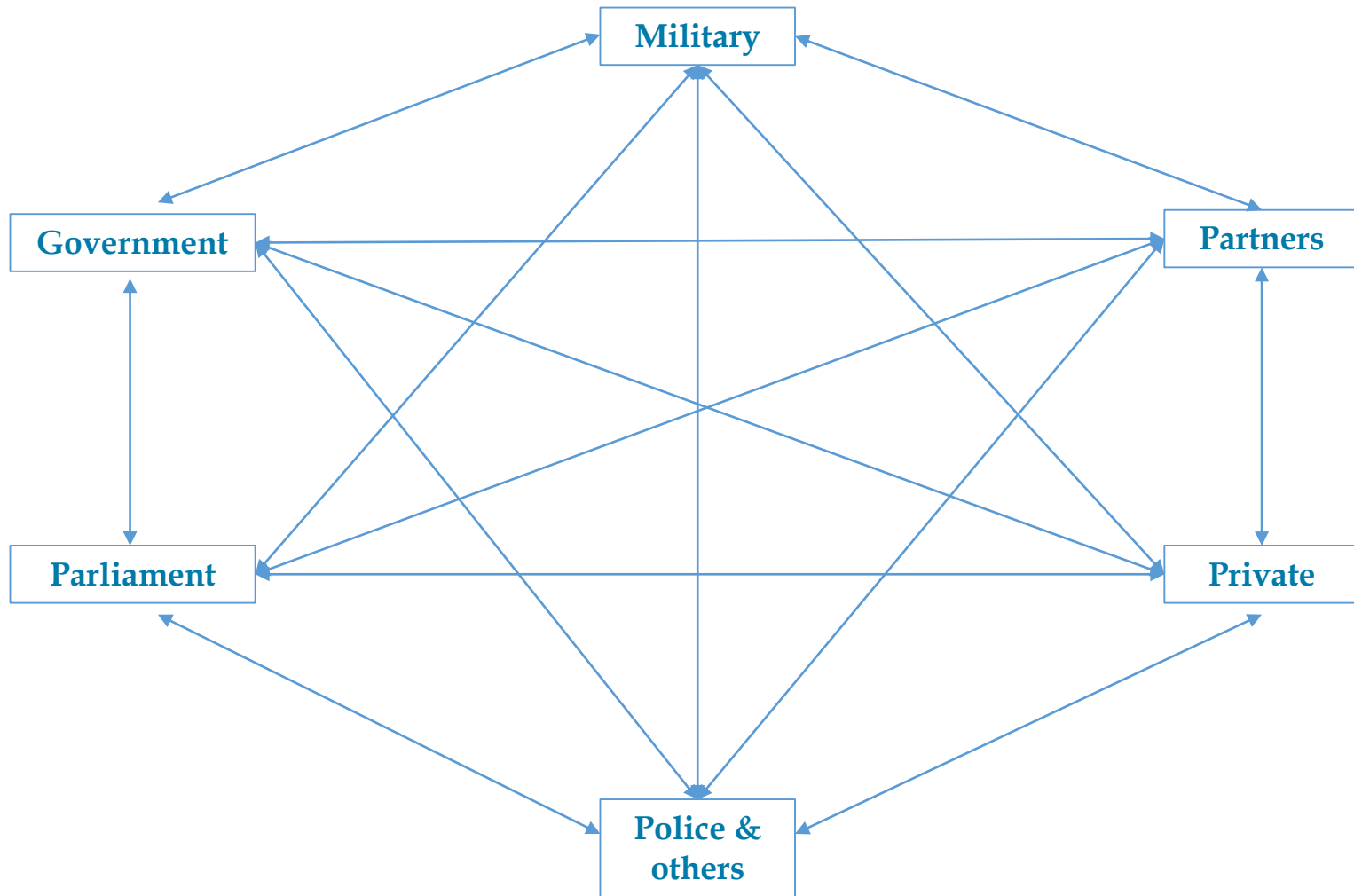


**Source:** Matt Andrews, Harvard Kennedy School

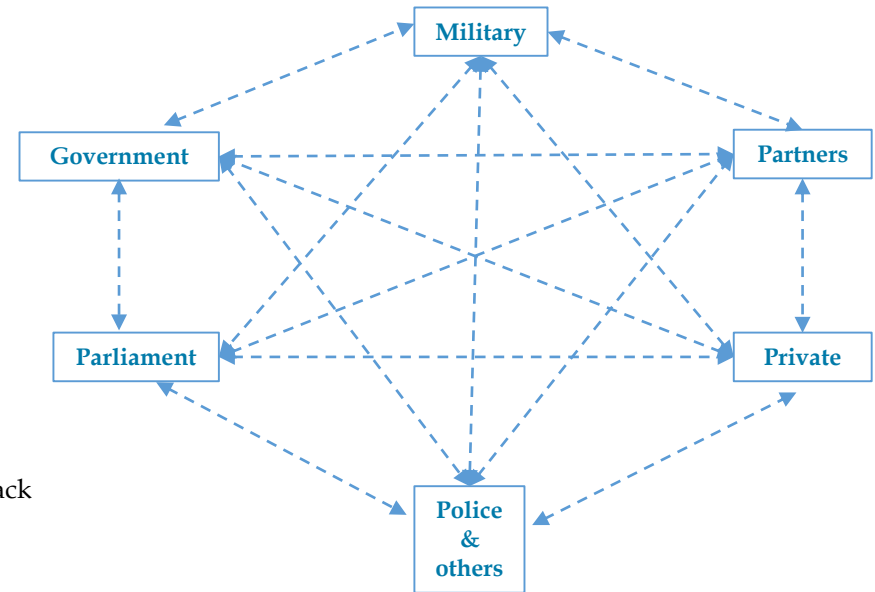
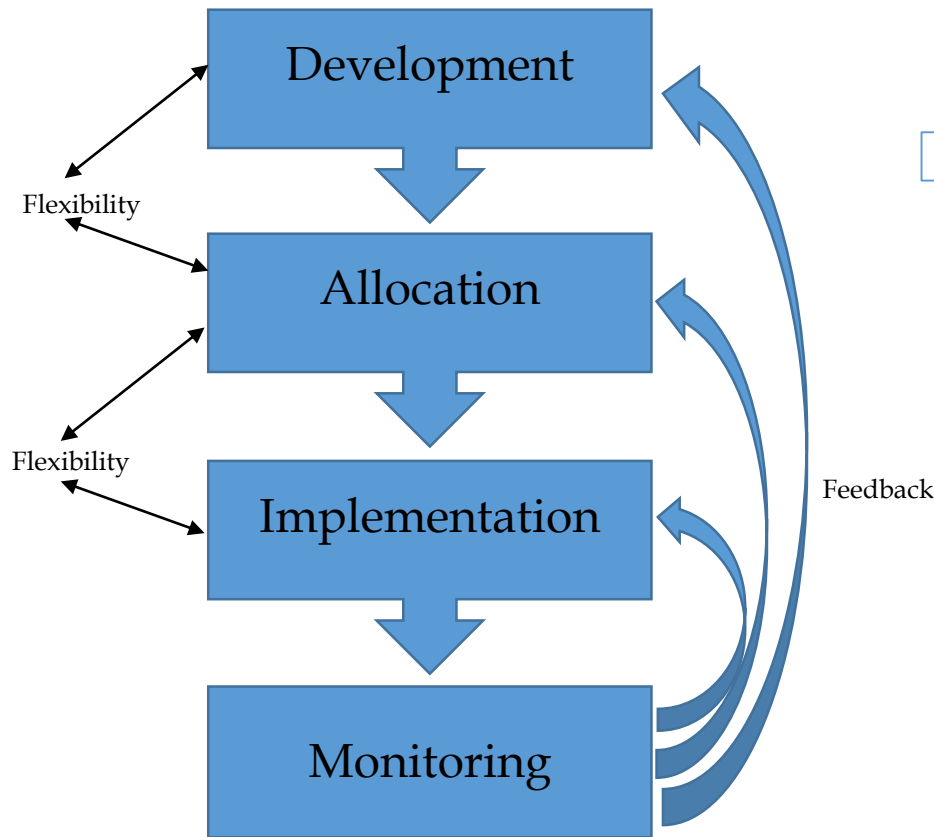
**Figure 8.2.** The iterative process in simple form



# Stakeholders and Networks



# Layered Participatory Networks



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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