



**AFRICA CENTER**  
**FOR STRATEGIC STUDIES**

# **Session 5: Resources for National Security Strategy**

Hon. Brownie Samukai

# INTRODUCTION

# NSSD PROCESS AND IMPLEMENTATION MATRIX

- POINT OF DEPARTURE
  - a) POLITICAL GUIDANCE
  - b) LEGAL OR CONSTITUTIONAL MANDATE
  - c) PART OF A POLITICAL AGREEMENT/SETTLEMENT
  
- PRISM AS A VANTAGE POINT
  - a) VISION
  - b) OBJECTIVE
  - c) MOSIAC OF NATIONAL OPINION AND NATIONAL CHARACTER
  
- THE DAY AFTER

# IDENTIFYING RESOURCES NEEDED

- 1) HUMAN/TECHNICAL RESOURCES ( ex: Implementation matric should show gaps in capacities needed)
- 2) INNOVATION AND INFORMATION (“Soft power” application);
- 3) FINANCIAL RESOURCES (National budget, external budgetary support);
- 4) STRATEGIC RESOURCES (ex: Existential threat requirement, Hardware, etc.)

# SOURCING RESOURCES

- **DOMESTIC RESOURCE MOBILIZATION**
  - 1) National Budget
  - 2) Social-Corporate Responsibility  
(ex. Major concession agreements)
  
- **EXTERNAL RESOURCES**
  - 1) Bilateral Relations
  - 2) Strategic Partners
  - 3) RECS, AU and International Partners

# BUDGETING AND FINANCIAL RESOURCES

- NATIONAL BUDGET
  - a) Budget Circular (Generic)
  - b) Drafting process (per institution)
  - c) Executive deliberation and submission
  - d) Parliamentary/Legislative approval process
  - e) Disbursement/Allocation
  - f) Annual Execution
  - g) Implementation and review
  
- LEGAL PARAMETERS (ex. PUBLIC FINANCIAL MANAGEMENT LAW)

# ATTRACTING RESOURCES

- GOVERNANCE PROCESS

- a) Accountability
- b) Transparency
- c) Inclusiveness
- d) Political Commitment

- PROCUREMENT PROCESS

- a) Devoid of conflict of interest
- b) Competitiveness
- c) Restriction but with a high degree of accountability/credibility and national legislation (ex. SA restriction to protect third party commercial info - protection of economic interest; avoiding frictions in conducting international relations, etc.)

EXAMPLES: LIBERIA (PPCC); DRC 2005 (EU - Chain of project payments to avoid corruption - salary system)

# STRATEGIC LEVERAGING

- A) Credible leadership
- B) Actions and decisions have legal basis
- C) National ownership
- D) Integrity mechanism in place
- E) Acceptable Degree of accountability / transparency
- F) Strategic engagements



# DECONFLICTING FOR SUCCESSFUL IMPLEMENTATION

- 1) Eliminate overlapping of functions and allocations
- 2) Aligning of resources with threats, vision and objectives
- 3) Leveraging national vision/interest with external interest
- 4) Strategic objectives **MUST** be measured with resources available and anticipated (each context and strategic threat varies in determining which takes priority)

# CONCLUSION

- VISION
- GOVERNANCE PROCESS
- NATIONAL CHARACTER IN CONTENT AND FOCUS
- VALIDATION MECHANISM
- LEVERAGING PARTNERSHIPS AND RELATIONS
- REASSESSING AND REALIGNING



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