Session 6: Overcoming Implementation Challenges of National Security Strategy

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Session 6: Overcoming Implementation Challenges
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By

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Agenda

• The Perils and Challenges facing leadership in formulating and implementing National Security Strategies in Nigeria.
• The Role of Political Will and Institutional Leadership in formulating and implementing National Security Strategy.
• How Buy-in, political will and Leadership is harnessed into the process of initiating, crafting, implementation and review of the National Security Strategies in Nigeria.
• How the Three Cs – Coordination, Communication and Collaboration, for successes are relevant in the Implementation of National Security Strategies in Nigeria.
NIGERIA - BASIC FACTS

- English Speaking West African Former British Colony
- Gained Independence in 1960 and had about 30 years of military rule of its 59 Year of Independence
- Has Three Major Language Groups (Hausa, Yoruba and Igbo) and about 300 other language groups.
- Territory - 923,763 Sq km
- Has Two Major Religions – Islam 60% and Christianity 50% of a population of about 200 million people.
- Fought Civil War between 1967-70.
- A Federal Democracy made up of 36 States and a Federal Capital Territory.
- Two Major Registered Political Parties and about 70 others
- Three Arms of Government – Executive, Legislature (Senate and House of Representatives and the Judiciary).
- About 291,685 strong Nigeria Police Force and also Civil Defense and Immigration, Prisons and Fire Services.
- Mono-economy with Oil and Gas main source of foreign exchange, but has huge Solid Minerals and Agricultural potential.
- Current Major Threats to Peace and Stability – Boko Haram insurgency, Militancy, Pastoralists-Farmers Clashes, Sectarian Crises, Kidnapping and Banditry.
- Has a National Security Strategy (NSS) Inaugurated in 2011 and at present is under review.
Nigerian National Security Structure
Communication, Coordination and Collaboration

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%252CIzqBdQFPb6vNqM%252C_%26vet=1&usg=ALkJr_MkTbnwOpJ9rBIE4VWa3y4bEuWedj-A&sa=X&ved=2ahUKEwikv_uk2aDhAHWHHhQKHeuWAIYQ9QElwAHoECA0Q8g&biw=1440&bih=821#imgrc=hM7s65bBO57EeM
Role of Leadership in Strategy Implementation

Strategy without Leadership goes nowhere;
Leadership without Strategy has nowhere to go.

C. L. Harshman

Become a Strategic Leader

STRATEGIC THINKING
Understand the complex relationship between the organization and its environment

STRATEGIC ACTING
Take decisive action consistent with the strategic direction of the organization

STRATEGIC INFLUENCING
Build commitment to the organization’s direction by involving others in the strategic process

The Strategy Process is Leadership Dependent
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
‘Political Will’ Postures

- Political ‘Wont’
- Political ‘Will not do’
- Political ‘Want to Do’
- Political ‘May do’
- Political ‘Do’
Implementation Plan

Strategy Implementation

- Building a capable organization
- Designing strategy-supportive reward system
- Creating a strategy-supportive corporate culture
- Exerting strategic leadership

Effective Strategy Execution
- Linking budget to strategy
- Establishing strategy-supportive policies and procedures
- Instituting best practices and commitment to continuous improvement
- Installing information system to support strategy execution

HR & Organization Development Factor

System Factor

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# Sample Strategy Implementation Programme Template (5-Year Plan)

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<tr>
<th>Issue</th>
<th>2019</th>
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Specific to Assessment of Country Context and Priority
The Role of Political Will and Institutional Leadership in the formation and implementation of National Security Strategy:

• Statutory and Primary Security Institutions.
• The Executive Branch of Government.
• Justice and Rule of Law Institutions.
• Public Oversight Bodies, including the Legislature.
• Civil Emergency Units.
• Non-statutory Security Bodies.
• Civil Society.
• International Partners.
Perils and Challenges to Leadership in Implementing National Security Strategy

- Touches issues of National Sovereignty and self-determination;
- Affects public perception of the defense 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.


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