Session 6 : Overcoming Implementation Challenges of National Security Strategy

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Session 6: Overcoming Implementation Challenges

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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.
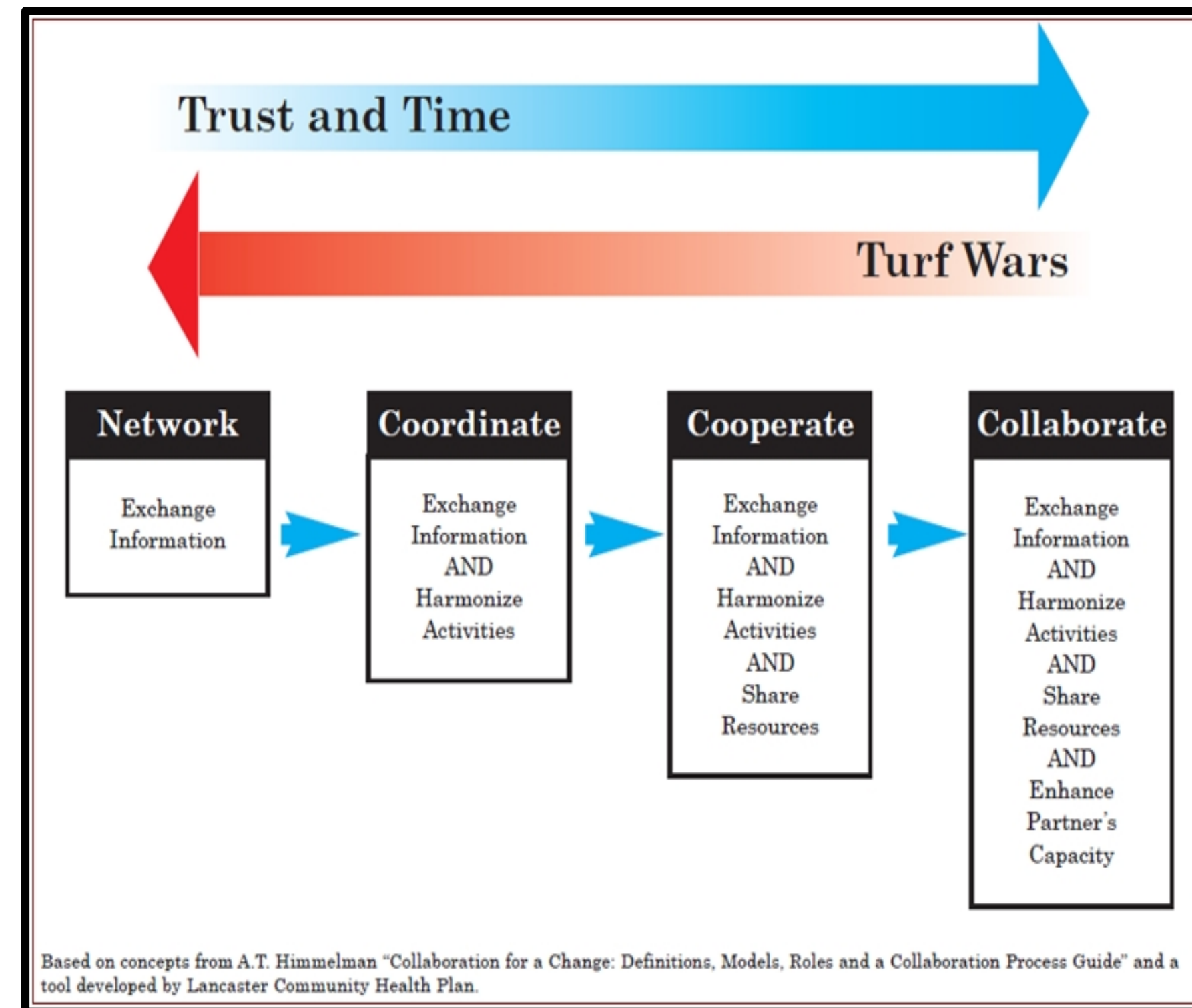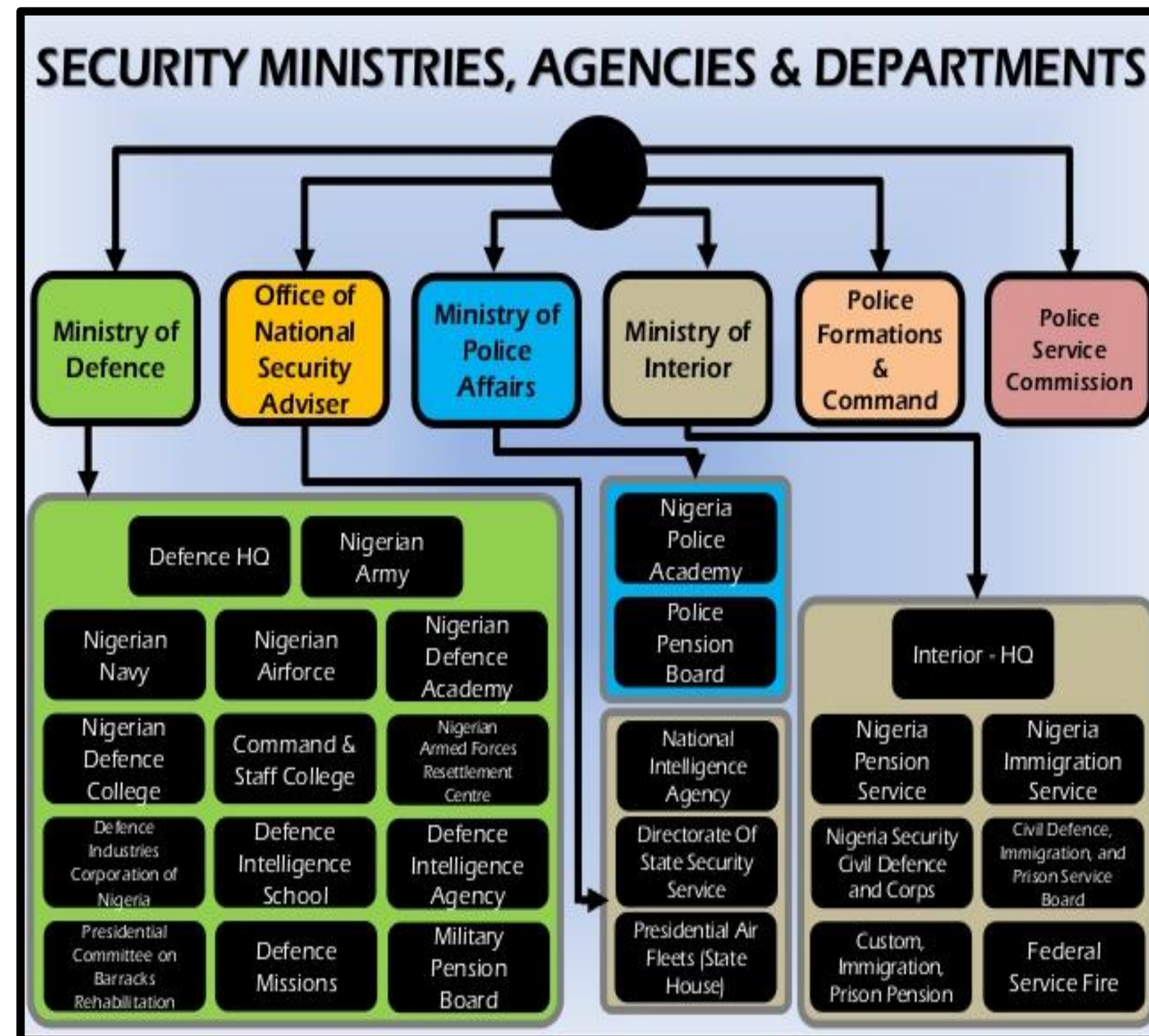
NIGERIA - BASIC FACTS

- 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).
- Armed Forces Size of about 124,000 (Army, Navy and Air Force) – Military Establishment (serving and Retired Officers) very influential in the National Defense and Security Decision-Making Process.
- 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.
- Has other Security Strategies and Plans drawn from the NSS – Counterterrorism Strategy, Cyber Security Strategy, National Defense Strateg

Nigerian National Security Structure
Communication, Coordination and Collaboration

SECURITY MINISTRIES, AGENCIES & DEPARTMENTS

- Ministry of Defence
- Office of National Security Adviser
- Ministry of Police Affairs
- Ministry of Interior
- Police Formations & Command
- Police Service Commission

Defence HQ | Nigerian Army
Nigerian Navy | Nigerian Airforce | Nigerian Defence Academy
Nigerian Defence College | Command & Staff College | Nigerian Armed Forces Resettlement Centre
Defence Industries Corporation of Nigeria | Defence Intelligence School | Defence Intelligence Agency
Presidential Committee on Barracks Rehabilitation | Defence Missions | Military Pension Board

Nigeria Police Academy
Police Pension Board
National Intelligence Agency
Directorate Of State Security Service
Presidential Air Fleets (State House)

Interior - HQ
Nigeria Pension Service | Nigeria Immigration Service
Nigeria Security Civil Defence and Corps | Civil Defence, Immigration, and Prison Service Board
Custom, Immigration, Prison Pension | Federal Service Fire

Trust and Time
Turf Wars

Network — Exchange Information

Coordinate — Exchange Information AND Harmonize Activities

Cooperate — Exchange Information AND Harmonize Activities AND Share Resources

Collaborate — Exchange Information AND Harmonize Activities AND Share Resources AND Enhance Partner's Capacity

Based on concepts from A.T. Himmelman "Collaboration for a Change: Definitions, Models, Roles and a Collaboration Process Guide" and a tool developed by Lancaster Community Health Plan.

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

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	STRATEGIC ACTING	STRATEGIC INFLUENCING
Understand the complex relationship between the organization and its environment	Take decisive action consistent with the strategic direction of the organization	Build commitment to the organization's direction by inviting others to the strategic process

Center for Creative Leadership

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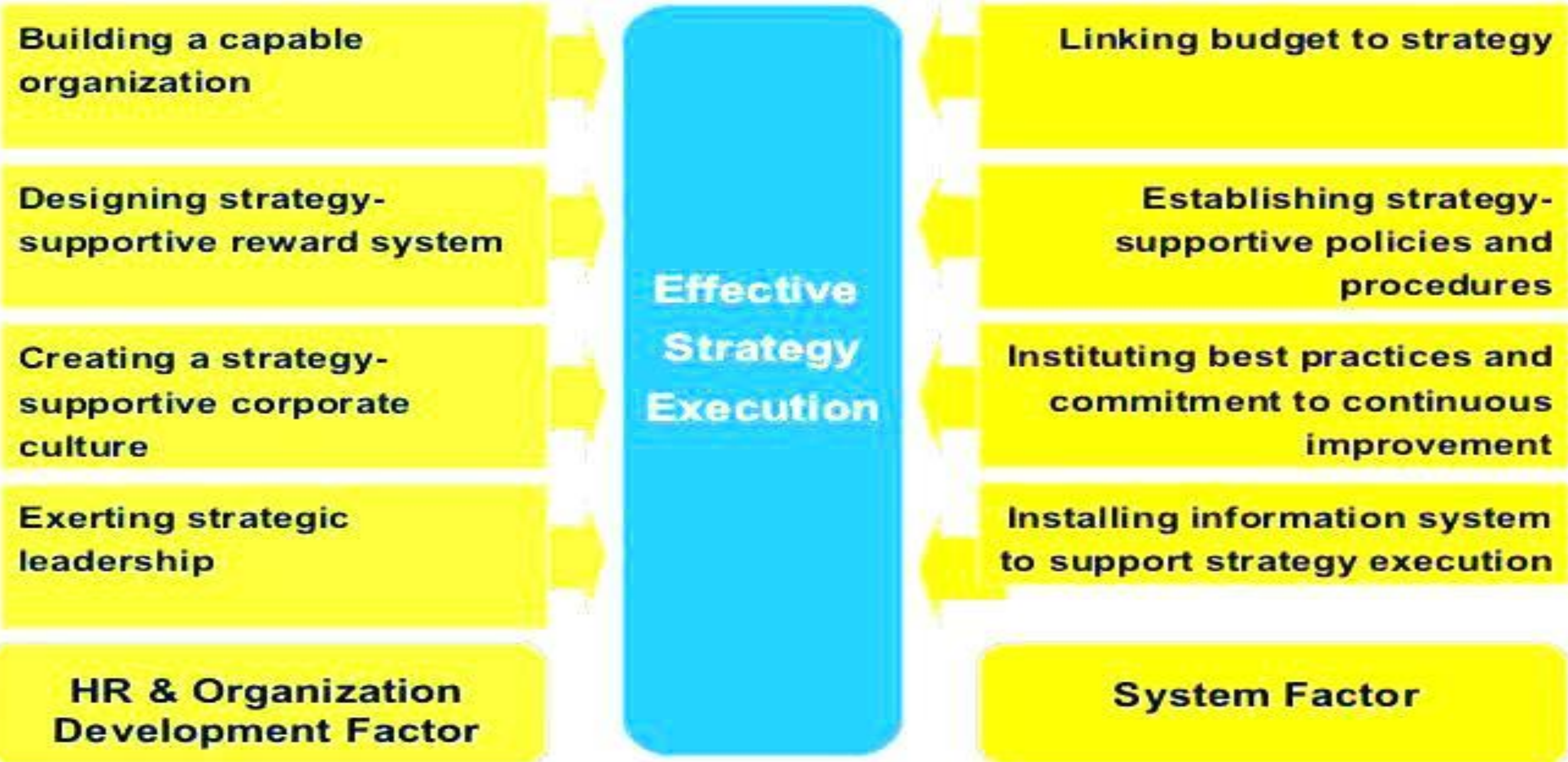
From Political Won't to political Will: Building Support for Participatory Governance, Edt Carmen Malena

'Political Will' Postures

- **Political 'Wont'**
- **Political 'Will not do'**
- **Political 'Want to Do'**
- **Political 'May do'**
- **Political 'Do'**

Implementation Plan

Sample Strategy Implementation Programme Template (5-Year Plan)

Issue	2019	2021	2024
Priority	Immediate	Mid-Term	Long Term
DDR	←————→		
Sectorial Strategy Reviews	←——————————————→		
SSR	←——————————————————————————————→		

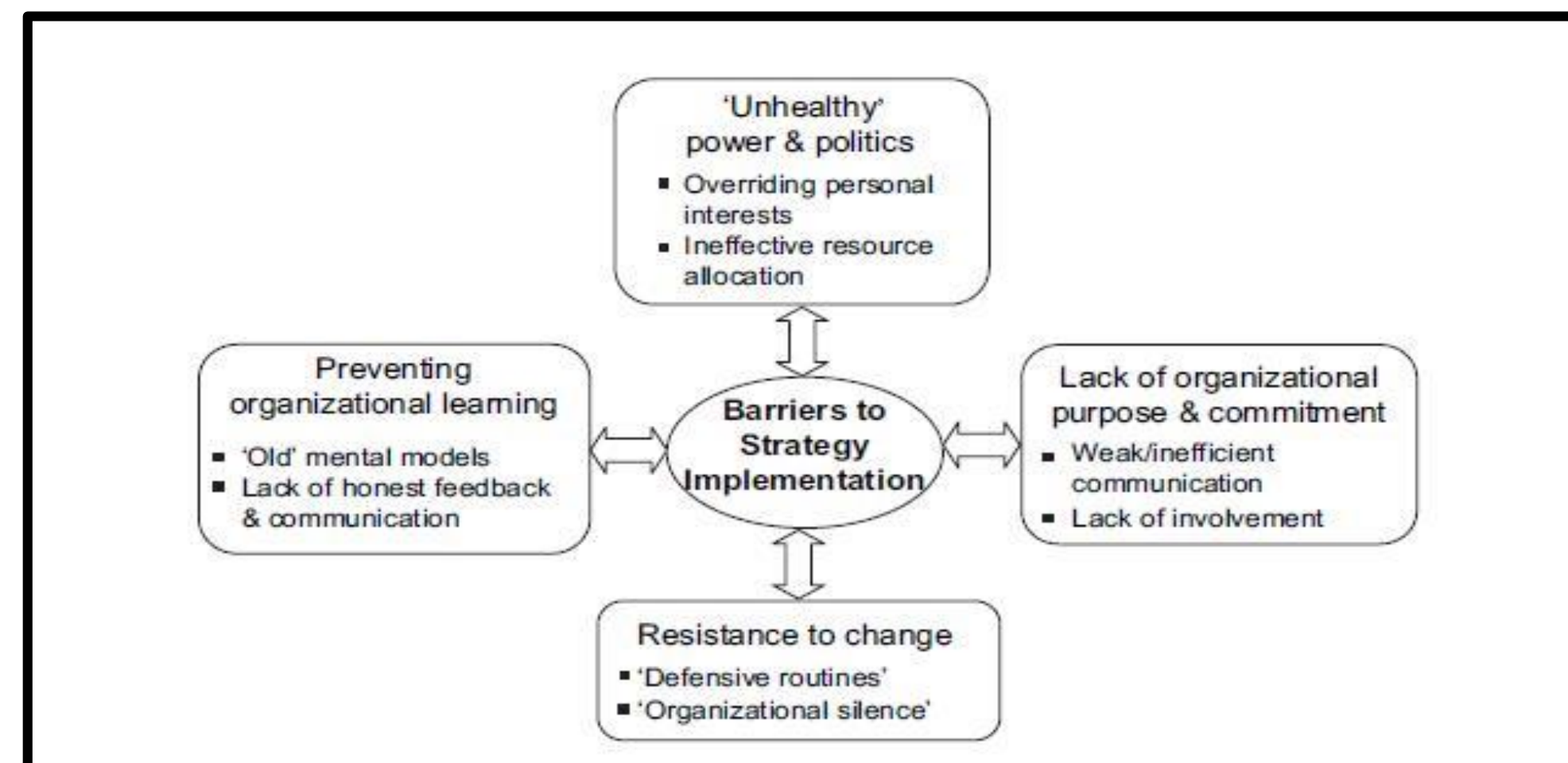**Specific to Assessment of Country Context and Priority**

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.**

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

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.

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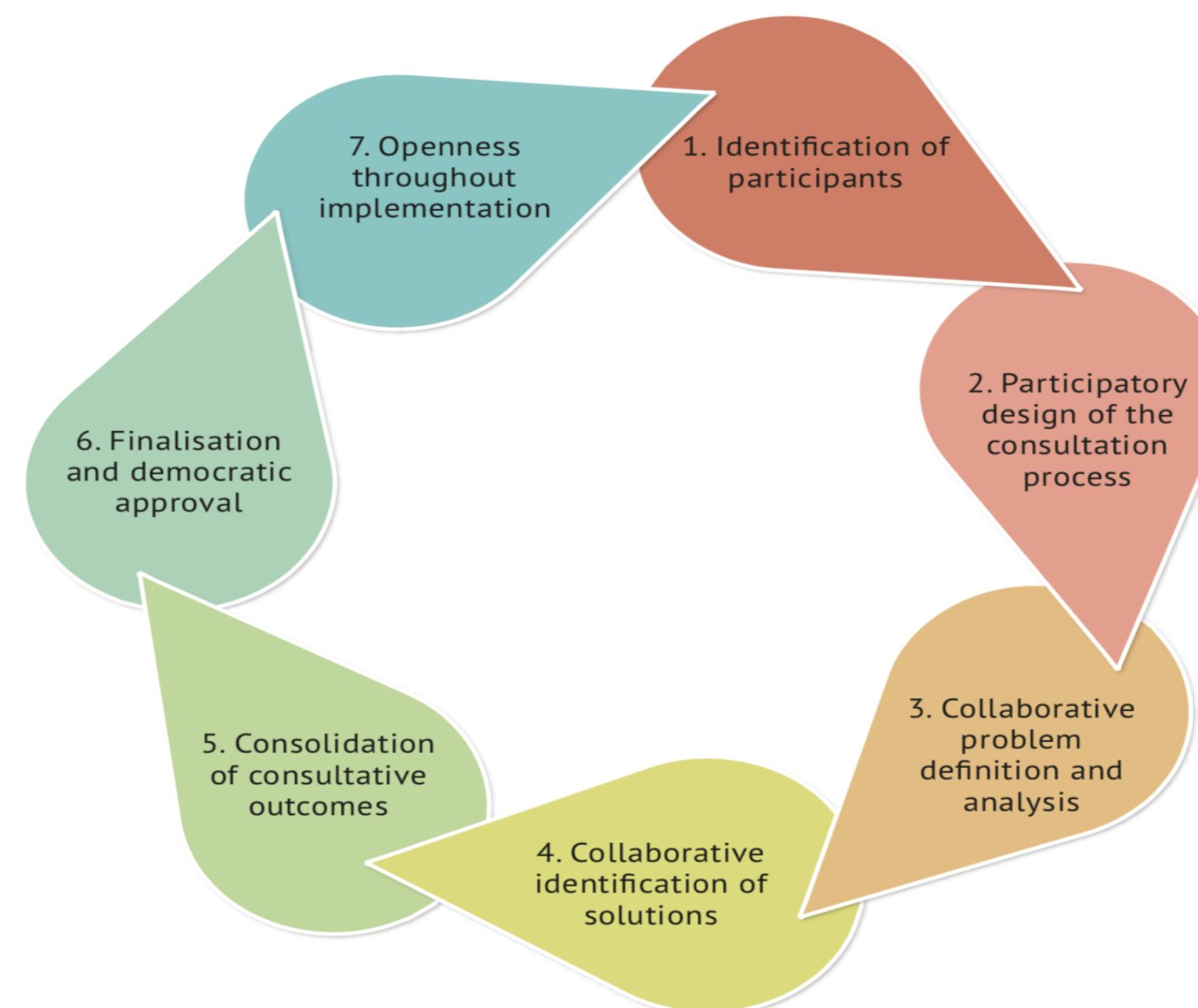

https://www.sciencedirect.com/science/article/abs/pii/S0024630105000634

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

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