Session 14:
National Security Strategy Development and Implementation

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NATIONAL SECURITY STRATEGY DEVELOPMENT IN AFRICA

Toolkit for Drafting and Consultation

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FIGURE 1. OVERVIEW OF AN NSSD PROCESS

**Phase 1: Planning and Initiation**
- Designate a process lead to take responsibility for planning and managing the NSSD process, e.g. national security council
- Conduct a feasibility study and map relevant stakeholders to include
- Agree on steps, role and timeline for the process (methodology)
- Estimate and allocate the required human and financial resources
- Develop a plan for public outreach and education
- Convene a drafting committee

**Phase 2: Pre-Drafting: Assessments, Reviews and Analysis**
- Prepare drafting committee for work: workshops on process, purpose and outcomes
- Gather necessary data and analysis to inform drafting, e.g. commission background papers, conduct consultations and interviews, site visits, study trips as necessary
- Request and receive inputs from relevant government institutions, e.g. capability reviews, threat assessments and study analysis
- Form working groups where necessary to consider particular questions or issues

**Phase 3: Drafting**
- Define values, interests, threats, and opportunities and prioritize objectives accordingly
- Produce a zero draft that is both values-driven and a practical basis for the security sector to implement
- Ensure a mechanism for monitoring of implementation and review is included

**Phase 4: Consultation and Review**
- Circulate zero draft (or parts thereof) for review
- Hold public forums, national dialogues, specialist workshops etc. to gather feedback and validate proposals
- Align final draft with constructive feedback

**Phase 5: Adoption and Approval**
- Submit final draft to initiating authority (usually executive) for approval and adoption
- If parliamentary approval is not a formal requirement, submit final draft to voluntary parliamentary debate or vote of approval

**Phase 6: Dissemination and Communication**
- Ensure every government institution that needs to align their work with the NSS has access to the strategy and is aware of their role in implementing it
- Share NSS publicly through public service announcements and by working with media outlets
- Raise awareness among security sector actors and the public about the values at the center of the new strategy and the expectations for behavior they set

**Phase 7: Implementation, monitoring and review**
- Responsible ministries and security institutions develop sectoral plans and institution-level strategies so that the missions and tasks laid out in the NSS are reflected in policies for capability development, force structures, procurement, training and personnel
- Initiating authority monitors progress on implementation according to a mechanism stipulated in the NSS
- NSS may be reviewed, including insights gained from ongoing oversight and monitoring
FIGURE 5. COMPONENTS OF A DRAFT NSS

- National vision for security based on values and interests
- Description of threats and opportunities based on best available assessment and the values and interests already defined
- List of national priorities for responding to threats and opportunities
- Description of and rationale for priority missions on which capability development and operational tasking can be based
- Definition of security in its various dimensions for the purposes of the strategy
- Statement of guiding values for national security and public safety
- Statement of national interests defined according to national values

Components of a draft NSS
FIGURE 8. THE NSS IMPLEMENTATION AND MONITORING CYCLE

- Monitoring authority coordinates NSS implementation among the relevant stakeholders;

- Sectoral strategies for implementation developed according to guidelines set out in NSS;

- Progress on implementation monitored according to a mechanism stipulated in the NSS;

- Implementation process incorporates learning and experience from monitoring.
Why do public policies fail?

Problems fester in society, and citizens and practitioners lose confidence in state capability to implement effective public policy solutions.

Policy ideas and promises do not materialize.

Citizens and practitioners lose confidence in state capability to implement effective public policy solutions.

Problems are progressively addressed, and citizens and practitioners gain confidence in state capability to implement effective public policy solutions.

Escaping The Public Policy Futility Trap

Policy ideas and promises materialize.

Citizens and practitioners gain confidence in state capability to implement effective public policy solutions.