

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

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- 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, thereat 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 Statement of national interests defined according and the values and to national values interests already defined Statement of guiding List of national priorities for values for national security responding to threats and and public safety opportunities Description of and rationale for priority Definition of security in Components its various dimensions for missions on which the purposes of the of a draft NSS capability development and operational tasking strategy can be based



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 expreience 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



and promises

do not materialize

The Public Policy Futility Trap





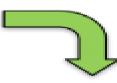
Citizens and practitioners lose confidence in state capability to implement effective public policy solutions





materialize

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



and promises

Citizens and practitioners gain confidence in state capability to implement effective

public policy solutions



