National Security Strategy Development Resourcing, and Implementation: Role of the Legislature

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# National Security Strategy Development Resourcing, and Implementation: Role of the Legislature

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National Security Strategy Development Resourcing, and Implementation: Role of the Legislature

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**ABSTRACT**

**SUBJECT TERMS**

**SECURITY CLASSIFICATION OF:**

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**LIMITATION OF ABSTRACT**
Same as Report (SAR)

**NUMBER OF PAGES**
11

**NAME OF RESPONSIBLE PERSON**

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Standard Form 298 (Rev. 8-98)  
Prepared by ANSI Std Z39-18
Why Involve Legislatures?

- Constitutionally required (rule of law and democratic governance)
- Key vehicle for broadening discussion of and support for the strategy
  - Role of the “Loyal Opposition”
  - Link to legislative constituencies
  - Civil society participation and media coverage
- Critical link to resourcing
- Requirements for enabling legislation
- Ongoing oversight and accountability
Constitutional Framework

• Role and structure of government
  – Separation of powers
  – Avoiding “winner take all” politics
• Specific legislative responsibilities
  – Resource allocation
• Shared responsibilities
  – “Advise and consent”
  – Oversight and accountability
  – Treaties, international agreements
• Resourcing (national budget) and budget implementation and oversight
Supporting and Enabling Legislation

- National Budget
- Roles and missions of security services (e.g., National Defense Act)
- Structure and size of security forces
- National security decision-making structures, institutions and processes (e.g., National Security Councils, interagency working groups)
- Civil and Criminal Codes, Uniform Codes of Military Justice
- Intelligence sector roles, missions, structures and institutions, and rule of law framework
Consultative Functions

• Constituent outreach
  – Public input on key issues
  – Public education

• Information gathering and investigative hearings
  – Testimony by key security sector officials, civilian and uniformed (legislative oversight)
  – Media coverage of proceedings – transparency and public disclosure

• Legislative Committees
  – Enable substantive focus and information gathering on behalf of the legislature as a whole
  – Vehicles for crafting specific legislation
  – Can facilitate balance between transparency and secrecy/confidentiality
Challenges to Legislative Consultation

- Lack of technical expertise
- The “information gap”
- Lack of adequate staff and operating budgets for MPs
  - Individual staff
  - Committee staff
- The Executive Branch-Legislative Branch political divide
  - Partisan divides
  - Functional divides
- Security Sector strategic leaders: divided loyalties, shared responsibilities
Elements of the Security Sector

Armed and Public Security Forces
- Police/Military
- Paramilitary
- Border security
- Coast guards
- Intelligence community
- Customs agents

Civil Management/ Oversight Bodies
- Executive
- Civilian ministries
- Legislatures
- Justice system
- Municipal and district governments/councils

Civil Society
- Media
- Academia
- Civic groups
- Think tanks
- Business communities

Non-state Actors
- Rebels
- Militias
- Gangs
- Criminal orgs.
- Cartels
- Private security companies

Other Actors
- Donors
- Intl. Financial Institutions
- Neighbors
- Regional orgs.

FORGING PARTNERSHIPS FOR AFRICA’S FUTURE
Strategy Formulation Model

**Global Environment (Forces & Trends)**
- Alliances & Coalitions
- Competing Values
- Economic Conditions
- Globalization
- Information Revolution
- International Law
- International Organizations
- Non-State Actors
- Threats: Conventional & Transnational
- WMD

**National Purpose**  
(Enduring Beliefs, Culture, Ethics and Values)

**National Interests**

**Grand Strategy/Strategic Vision**

**National Policy**

**Strategic Concepts** (Ways)  
**National Objectives** (Ends)  
**National Power** (Means)

**Feasibility, Suitability, Acceptability**

**Risk Assessment**

**Strategy Formulation Process**

**STRATEGY**

Monitor for Success, Failure, or Modification

**Domestic Environment (Forces & Trends)**
- Federal system of government
- Congress
- Bureaucracy
- Judiciary
- Interest Groups
- Economic conditions
- Social needs
- Electoral politics
- The media
- Public opinion
- National style, self-image
- Presidential style

Forging Partnerships for Africa’s Future
The Big Questions
(Crafting the Strategy)

• Who leads the process?
  – Typically executive branch, but who? President? Chief of Cabinet? Minister of Defense?

• Who are [participating] stakeholders and the intended audiences?
  – The public?
  – The executive and/or legislative branch?
  – External partners?
  – Potential adversaries?

• What is the drafting process?

• Who approves, and how?

• Who funds? Is resourcing part of the strategy or part of implementation?
The Big Questions (Implementing the Strategy)

- Who leads implementation?
  - Typically executive branch, but who? President? Chief of Cabinet? Minister of Defense?
  - How are critical (ie, crisis response) decisions generated and implemented?

- How are implementing stakeholders incorporated in the implementation process?
  - Police, military, other services?
  - Governance bodies – local, intermediate, national?
  - External partners?
  - Non-state actors?

- Who provides oversight, accountability and, if necessary, adjustment to the strategy?

- How are resources allocated and controlled?