

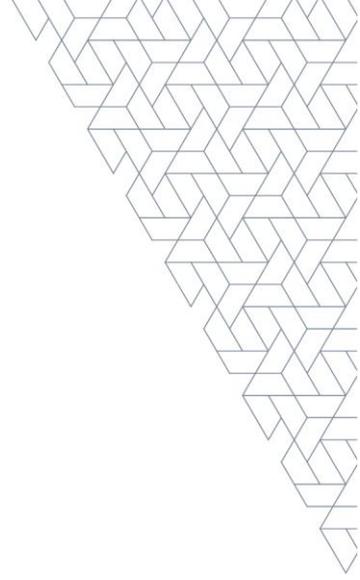
DCAF Geneva Centre
for Security Sector
Governance

INTERNATIONAL SECURITY SECTOR
ADVISORY TEAM (ISSAT)



National Security Strategies

Case Examples of Côte d'Ivoire, Chile, Papua New Guinea and Liberia



Côte d'Ivoire

Following the end of the electoral crisis in 2011, the government of Ivory Coast launched a comprehensive SSR process, built around two key framework documents: The National SSR Strategy (2012) and the National Security Strategy (2015).

At the end of the electoral crisis in April 2011, the country was still *de facto* divided in two and the trust was broken between the population and the security providers as well as among the different security institutions.

President Ouattara began working on a common vision for security sector reform process as soon as he began his presidential mandate and thus a **political vision of the security sector** (in parallel with the drafting of a “*Lettre de politique DDR*” and “*Lettre de politique RSS*”) was published and mainstreamed through all the ministries’ work in 2012. The same year, several workshops gathering representatives of the ministries and the civil society were organized in order to begin a **National Dialogue**. The international community (specifically the United Nations Peacekeeping Mission in Côte d’Ivoire - UNOCI) attended these workshops in an observatory role.

These workshops lead to the official establishment of the **National Security Council (CNS)** at the Presidential level, which worked on a monthly basis with representatives of all the ministries and the civil society. The Final Security Sector Reform Strategy was widely distributed through a comprehensive **Communications Strategy**, in coordination with national and international counterparts.

The SSR Strategy opens with a presentation of the context and emphasises the need to expand the definition of security in the country in order to include aspects of **human security** and strengthening of the rule of law. The Strategy also defines the **key principles** it is built upon: political engagement, national ownership, holistic approach and gender mainstreaming.

The Strategy identifies a list of general and strategic objectives, as well as six pillars to help reach those objectives. Each pillar is then detailed with an analysis of the **current situation** and of the **different threats** and challenges, and with a **list of reforms** to be implemented and estimated costs.

Among other key objectives, the Strategy highlights the importance of **democratic control** over the security forces and the important role that should be played by the National Assembly (and especially its Commission on Defence and Security), the media, the Independent Administrative Authorities (such as the Independent Election Commission or the High Authority of Audio-visual Communication) and the traditional leaders.

The National Security Council is put in charge of the **coordination** of the implementation and monitoring of the SSR Strategy by the different institutions, administrations and organisms .

Chile

The adoption of the [National Plan for Public Security in Chile](#) (2014-2018)¹ was the result of a national will to **adapt the security strategy to changing realities**. A National Policy on Public Security, published in 2004 was followed by a National Strategy on Public Security for 2006-2010, leading to the creation of the current Ministry of Interior and Public Security. A new Plan for a *Safe Chile* was adopted for 2010-2014 and was followed by the creation of a Sub-secretariat for Crime Prevention. If both previous strategies had placed the victims at their core, the current National Plan for Public Security in Chile goes one step further by **acknowledging security as a human right**, fundamental to the proper exercise of other human rights, quoting for example the rights to life, to physical and material integrity and to dignity. Though the plan does not specifically mention human security, the document highlights the **nexus between security, human development** and social peace.

After an **initial assessment of the current internal security situation** in the country, the Plan focusses on the creation of institutions and legal instruments to respond to a list of 16 key priorities. Among others, the Plan calls for the creation of a commission charged with the drafting of a new law on violence and crime prevention and the adoption of a national policy on crime prevention, with a special focus on violence against children and **gender-based violence**.

More broadly, the strategy also mentions the integration of **human rights** into the police training curriculum. The strategy, which should soon be replaced by an updated version, should also be read in light of the new [National Plan for Human Rights](#)². Indeed, the latter also mentions the integration of human rights into the training curriculum for the security forces (police, gendarmerie and armed forces) and public institutions (including municipalities and ministry staff).

The Plan is built upon five guiding pillars. **Coordination** between the different internal security institutions and at the different levels (local and national) is one of those pillars.

In July 2018, a new [National Agreement for Public Security](#)³ was adopted following three months of work between the government, the opposition, the parliament, representatives from local administrations, academia and civil society. This new strategy focuses on the **modernization and capacity building** among the police and intelligence forces. The Agreement also focuses on the relationships between the police forces and the civil societies. Each areas of focus comes accompanied by a set of proposals to respond to the different priorities identified.

¹ National Plan for Public Security in Chile 2014-2018 (in Spanish: *Plan Nacional de Seguridad Pública y Prevención de la Violencia y el Delito*), Government of Chile: <http://www.seguridadpublica.gov.cl/seguridad-para-todos/>

² National Plan for Human Rights 2018-2021 (in Spanish: *Plan Nacional de Derechos Humanos*), Government of Chile: <https://planderechoshumanos.gob.cl/>

³ National Agreement for Public Security (in Spanish: *Acuerdo Nacional por la Seguridad Pública*), Government of Chile, 2018: <https://www.gob.cl/acuerdoporlaseguridad/>

Among those key areas, the new Agreement identified the need for increased transparency from the security forces, through the publication of statistical and institutional data. Participation of the civil society to the **monitoring and evaluation of the public security policies** would also be promoted through the creation of an Advisory Council. **Accountability** will also be promoted through yearly public reporting audience.

Papua New Guinea

The [2013 Papua New Guinea NSP](#)⁴ emphasises a “*people-centred security*”, in opposition to a “*state-centred security*”, and strives to reconcile security and development policies, acknowledging the need for a **comprehensive approach**.

After dressing an **assessment of the current security structure** in the country (Chapter II), the strategy provides an **analysis of the then current security environment**, at national, regional and international levels, and highlights the key challenges to be considered in the construction of the new security architecture.

References to **whole-of-government approaches** and details on **coordination mechanisms** are included in the strategy which **highlights gaps to be addressed** in priority, such as the lack of a coordinated approach to national security activities or the lack of comprehensive legislative and policy frameworks, and lay out the basis to address those gapes, for example by creating a National Security Coordination Office.

The strategy then identifies the 10 key priority areas for the government, including **combating human rights abuses and gender-based violence**, providing a framework to build partnerships with communities and develop their resilience and ensuring that the needs of all groups of the population are considered.

The 10 priorities are captured into 9 policy goals. Among those, the strategy identifies the need to maintain, support and strengthen the country’s legislative framework and, more specifically, requires the establishment of a **parliamentary oversight** committee on national security. This follows the idea of a democratic oversight of the security sector, widely recognised as an international norm. It involves establishing **robust checks and balances** and upholding the **principles of accountability and transparency**, as well as ensuring security providers are operating effectively and adequately, and in accordance with the legal and policy framework.

Finally, acknowledging that setting a robust monitoring system for the NSS or NSP is a crucial step in successful implementation, as well as ensuring that the strategy and its implementation plan remain relevant to evolving circumstances, the strategy also devolves a whole chapter to **monitoring and evaluation**.

⁴ Papua New Guinea National Security Policy, Government of Papua New Guinea, 2013: <https://www.aspistrategist.org.au/wp-content/uploads/2014/08/2013-PNG-National-Security-Policy.pdf>

Liberia

The [2008 National Security Strategy in Liberia](#)⁵ is another interesting example of a more forward-looking NSS incorporating the conception of **human security**. The strategy, which focuses on human security as a *sine qua non* condition for development, is the result of a yearlong integrated process that involved the civil society, security organisations, both Houses of Parliament as well as international partners. The Revised National Security Strategy of 2017 also emphasizes human security.

The strategy provides a **comprehensive overview of the national security environment** at internal, regional and global levels and identifies the main security threats, including the lack of respect for Rule of Law, land property disputes, the presence of ex-combatants and illiteracy, illustrating a **broad approach to security** and security challenges.

Among others, the protection and promotion of **human rights** is considered one of the key issues in defining national security. Furthermore, while the strategy does not specifically emphasise the equal right of women and men to participate in security sector institutions, it does call for **gender awareness and sensitivity** to be incorporated into training curricula of security agencies, thus recognising the different security needs of men, women, girls and boys. It also recognises **gender discrimination** as an internal threat to security.

The **justice system** is a critical link in the criminal justice chain, and therefore directly contributes to strengthening public order and safety. However, its contribution goes beyond this. The justice system contributes to maintaining a peaceful internal environment through its role as a mechanism for diffusing and managing conflict. The strategy acknowledges that **denial of justice and poor respect of the rule of law** have been key factors in the outbreak of conflict.

Poor coordination, or a failure to consider all elements contributing to national security, can lead to ineffectiveness, inefficiency, as well as increasing insecurity. To enhance the focus on coordination, the strategy plans for the development of a coordinated national security system involving all security institutions at all levels - national, county, districts, etc. The strategy also confirms the coordinating role of the National Security Council.

A strong focus on oversight and accountability contributes strongly to the legitimacy and ownership of an NSS or NSP, encourages a more efficient use of resources, and strengthens the integrity of institutions. Acknowledging that "*civilian democratic management and oversight of the security sector has been weak in Liberia, especially over the last quarter-century*", the strategy aims at restoring **civilian and legislative oversights** and highlights the roles of **legislatives committees, judiciary and civil society** in this respect.

Finally, to ensure the monitoring of the strategy's implementation, and Implementation Schedule Matrix provides information on key actions and timeline.

⁵ National Security Strategy of the Republic of Liberia, Government of Liberia, 2008:
<https://issat.dcaf.ch/Learn/Resource-Library/Other-Documents/National-Security-Strategy-of-Liberia-2008>