

National Security Office responsibilities and functions

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Question

Produce a rapid review of emerging best practice in the roles, responsibilities, functions and capabilities of NSA offices and National Security Councils globally.

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1. Overview

It should first be noted that only 'grey literature' was identified for this helpdesk. Some information is included from government websites. Much of the material is commentary, included to give an idea of what is being said on this area. It must be taken into account that this information is conjecture. This rapid review found information on Canada, India, Iran, Israel, Kenya, Serbia, South Africa, Trinidad and Tobago, the US, and the UK.

Across different country offices the key roles and responsibilities discussed in the literature for National Security Adviser (NSA) offices include:

- **Analysing** security issues, assessing expected trends and prioritising activities.
- Playing an **advisory** role. Making recommendations to the Prime Minister or President.

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- **Policy making.** In some countries the NSA make policies and in some countries the NSA review and make recommendations for policy-making.
- **Coordinating** and integrating work between different ministries.

The degree of authority given to NSAs and National Security Councils varies between country and no one way has been identified as more or less successful. There are limited analyses of strengths and weaknesses of NSAs and NSCs in individual countries. There are also some analysis of how NSA responsibilities and functions in individual countries have changed over time. For example Best (2011) describes a history of the NSA in the US where different presidents used the NSA in different ways.

One of the problems identified with NSAs/NSCs is when responsibilities are poorly defined. It is important to identify who is responsible for what. Another problem identified across countries is lack of democratic or civilian control over NSAs/NSCs. A need for checks and balances is identified. The relationship of NSAs/NSCs to the military must also be clearly defined. Transparency of NSAs/NSCs is noted as important. As is the need for constitutional recognition of NSAs/NSCs role.

The UK example is worth noting in this overview as a slightly different case. Decision-making is centralised among departments (Bearne et al., 2005). The Council is split into different committees themed around different threats: hazards, nuclear, cyber, terrorism, and strategic defence.

The Trinidad and Tobago government website outline differs by giving some examples of specific matters that the NSC attends to eg. establishing a maritime security wall around the island (Government Information Service Limited (GISL), Government of Trinidad and Tobago, 2017).

Wanis-St. John (1998) lists some useful lessons learned from analysis of NSC capacity for crisis management in the US. He emphasise and improved role facilitating coordination, a forum for discussion rather than policy advocacy, and ensuring Council staff expertise.

2. United States

The Role and Importance of the National Security Advisor

Hadley, J. (2016) Scowcroft Institute of International Affairs.

http://defense360.csis.org/wp-content/uploads/2016/08/Scowcroft-Paper-1_Hadley_The-Roll-and-Importance-of-the-NSA.pdf

This document records a presentation presented at the Scowcroft Legacy Conference sponsored by the Scowcroft Institute of International Affairs at Bush School of Government and Public Service, Texas A&M University, College Station, Texas on April 26, 2016.

Brent Scowcroft is thought to have defined the role of National Security Advisor in the US 1973-7 and 1989-93.

The speaker, Hadley, outlined the following duties of the National Security Advisor and the National Security Council staff:

- Staffing and supporting the President in national security and foreign policy.
- Advocating and advancing Presidential initiatives within the executive branch of government.

- Injecting a sense of urgency into the interagency process.
- Coordinating those important or consequential initiatives and policies that require the concerted effort of multiple departments and agencies to achieve a Presidential objective.
- Injecting a sense of strategy into the interagency process.
- Explaining the President's policies to the public.

The Scowcroft model is described as having five basic elements:

1. Running a fair and transparent process for bringing issues to the President for decision. Making the national security principals full participants in the policy process. Not inserting the NSA between the President and the principal cabinet secretaries and agency heads. Maintaining the confidence of the other National Security Council principals.
2. Putting the President at the center of the decision-making process. Making sure the national security organisational structure and the interagency process are meeting the President's needs and evolve over time.
3. Providing policy advice to the President in confidence.
4. Keeping a low public profile and operating generally off stage.
5. Accepting responsibility. Mistakes are inevitable. Mistakes should be disclosed, admitted, and the consequences accepted.

The national security advisor and staff

Burke, J.P. (2017) The Whitehouse Transition Project.

<http://whitehousetransitionproject.org/wp-content/uploads/2016/03/WHTP2017-24-National-Security-Advisor.pdf>

The White House Transition Project provide information to incoming White House staff members to assist with taking up their new role.

Responsibilities of the National Security Council (NSC) Advisor:

- source of personal advice and counsel to the President
- focal channel for information during situations of crisis
- conduit for written information to and from the other principals
- organizer of the president's daily national security briefing
- provision of day-to-day staff support to the president
- watchdog of the president's political interests as they relate to national security matters

Responsibilities additional to cognitive decision making:

- providing emotional support
- assisting a president in gaining understanding and support for actions taken within the circle of presidential advisors
- assistance in obtaining political support and a sense of legitimacy for those decisions and actions from the wider audience of Congress and the public

Responsibilities related to the foreign policy environment:

- service as a visible spokesperson and media figure

- involvement in the implementation of national security policy, including diplomatic contacts and sometimes diplomatic missions

Responsibilities relating to the operations of the NSC or the meetings of its subset:

- coordination of lower-level agency and department input before it reaches higher level policy makers
- setting of meeting agendas
- tasks related to making sure meetings operate effectively
- efforts after meetings to communicate presidential decisions and relay information about other policy matters

Responsibilities relating to NSC staff:

- selection of skilled and experienced personnel
- selection, especially, of an effective deputy NSC advisor
- effective organization of the different layers and sub-units of the NSC staff system so that they contribute to effective decision making
- effective provision, as part of that organizational task, of an inter-agency process that brings agencies and departments – and the NSC staff – into the early stages of policy formulation in a cooperative and workable manner
- other managerial tasks such as fostering good morale, commitment to presidential policy goals, but also fostering an organisational atmosphere that tolerates reasonable dissent

The importance of honest brokerage is highlighted.

National Security Decision-Making Structures and Security Sector Reform

Bearne, S., Oliker, O., O'Brien, K.A. and Rathmell, A. (2005). RAND Europe.
http://www.rand.org/content/dam/rand/pubs/technical_reports/2005/RAND_TR289.pdf

This study was undertaken on behalf of the United Kingdom's Security Sector Development Advisory Team. Its aim is to act as a basis for discussion and to provide an opportunity to learn from the successes and failures of national security architectures and agencies in various countries.

National security decision-making structure roles are outlined:

- Joint assessment on which to base policy and decision-making.
- Resource allocation to deal with national security threats.
- Oversight responsible for managing national security is an important function within all democratic systems.
- Security priorities reflecting the varying national security needs of individual countries.
- Emergency co-ordination among bodies responsible for responding to emergencies, natural or otherwise.

Case studies from Canada, Sierra Leone, South Africa, the United Kingdom and the United States are described. The US example is outlined below; the UK and Canada in section 3; and

Sierra Leone and South Africa in section 5. Note that this source is relatively old, 2005, so structures may be different currently.

The US National Security Council (NSC) was established in 1947 to co-ordinate responses to threats to national security. Today, the main threats include the development and proliferation of weapons of mass destruction; the threat to peace from terrorism; the use of missiles against the US; and natural disasters. The NSC co-ordinates national security policy and advises the President, although it does not have an implementation role.

Located in the Office of the President, the NSC is under the chairmanship of the President; its statutory members include the Secretaries of State, Defense, and the Treasury, the Vice-President, the Assistant to the President for National Security Affairs (also known as the National Security Advisor), the Chairman of the Joint Chiefs of Staff, the Director of Central Intelligence, and the Secretaries of State and Defence.

While the exact role of the NSC has largely depended on the President in office, there are certain features that remain consistent. For instance, the NSC exists to advise the President on the integration of domestic, foreign and military policies relating to national security. It also serves as a forum for discussion for the President, advisers and cabinet officials; and from which to coordinate executive departments and agencies in policy development and implementation.

The NSC is stipulated as a statutory body in US legislation, and is sanctioned by an Act of Congress. Such legislative safeguards support the NSC role as the advisory body to the President and the co-ordinating body for national security policy as a whole.

The National Security Council: An Organizational Assessment

Best, R.A. (2011). Congressional Research Service.

<https://fas.org/sgp/crs/natsec/RL30840.pdf>

The NSC was set up in 1947 to create an interdepartmental body to advise the President with respect to the integration of domestic, foreign, and military policies relating to the national security so as to enable the military services and the other departments and agencies of the Government to cooperate more effectively in matters involving the national security. A review in 1949 recommended that better working-level liaison between the NSC and the Joint Chiefs of Staff (JCS) be developed, that the Secretary of Defense become an NSC member, replacing the service secretaries, and that various other steps be taken to clarify and tighten roles and liaison.

President Eisenhower, 1953-1961, created the position of Special Assistant for National Security Affairs, who became the supervisory officer of the NSC. He also created the position of Special Assistant for National Security Operations, who became the supervisory officer of the NSC Operations Coordinating Board, which was the coordinating and integrating arm of the NSC for all aspects of the implementation of national security policy. He also established the Board of Consultants on Foreign Intelligence Activities in the Executive Office to provide the President with independent evaluations of the U.S. foreign intelligence effort. The formal structure of the NSC under Eisenhower allowed it to handle an increasing volume of matters. The complexity of procedures however, was suggested to be too large and inflexible in its operations.

President Kennedy, 1961-3, dismantled much of the NSC structure, reducing it to its statutory base. Staff work was carried out mainly by the various departments and agencies, and personal contacts and ad hoc task forces became the main vehicles for policy discussion and formulation.

Kennedy's National Security Adviser played an important policy role. Kennedy added the Director of the Office of Emergency Planning to the NSC, replacing the Director of the Office of Civil and Defense Mobilization. It was planned that the new appointee would fill the role originally envisioned for the National Security Resources Board in coordinating emergency management of resources. The Planning Board and the Operations Control Board were both abolished in order to avoid the Eisenhower Administration's distinction between planning and operations. The informality of Kennedy's system was criticised for lacking form, direction, coordination, and control. It was thought to emphasise current developments at the expense of planning.

Under President Johnson, 1963-9, role of the NSC staff was more restricted, and budget and personnel both declined. It was criticised for lacking decisive leadership and authority. The NSC was said to exist only in name by 1969.

President Nixon, 1969-1974, revived the NSC. He adopted the form of the Eisenhower NSC whilst streamlining its procedures. The position of Assistant for National Security Affairs was revived but dominated. It was thought that this role had too much power and control over the system.

Little changed under President Ford, 1974-1977. Brent Scowcroft was brought in as National Security Adviser in 1975. The Ford NSC reflected the close relationship between the President and the Secretary of State. Decision making was criticised for being secretive, and not influenced by congress or the public.

President Carter, 1977-1981, took steps to end the dominant role of the NSC staff and make it a more coequal and cooperating partner with the Departments of State and Defense. He made organisational changes to increase responsibility in the departments and agencies. The NSC was to continue integrate and facilitate foreign and defense policy decisions. The number of NSC staff committees was reduced from seven to two, the Policy Review Committee (PRC) and the Special Coordination Committee (SCC).

President Reagan, 1981-89, aimed to restore cabinet leadership to replace the NSC. The various NSC sub-committees were to be chaired by State, Defense, and CIA officials, not NSC staff. Decision making was said to suffer and lines of responsibility were uncertain.

President Bush (Snr), 1989-93, structured the NSC in a similar way to Nixon and Ford. The administration under Bush did not come under heavy criticism compared to predecessors.

President Clinton, 1993-2001, aimed to integrate national security policy and international economic policy by establishing a National Economic Council (NEC). The NCS was expanded to include the Secretary of the Treasury, the U.S. Representative to the United Nations, the Assistant to the President for Economic Policy, and the Chief of Staff to the President. This was thought to provide a strong NSC staff. Provision was made for a system of Interagency Working Groups.

The National Security Council: tool of presidential crisis management

Wanis-St. John, A. (1998). Journal of Public and International Affairs, vol. 9, no. 1.
<http://www.american.edu/sis/faculty/upload/wanis-national-security-council.pdf>

This paper critically examines the National Security Council (NSC) in the US with a focus on its role during crisis. The NSC is an essential institutional mechanism for the presidential management of national security crises. The structure and utilization of the NSC must be

optimised for both the generation of policy options for the President and for the oversight of policy implementation.

Lessons learned from the management of crises outlined in this paper are:

- The NSC needs to become a better facilitator of coordination among various government agencies. Inter-agency process management must be strong so that every department and agency understands its task clearly. Furthermore, diplomatic efforts must be coordinated with military efforts.
- The NSC must serve as a forum for the discussion of various policy alternatives, not as a policy advocate. All options must be given full consideration by the appropriate levels of the NSC structure. To further the NSC's efficiency in coordination, the NSA must play a non-advocacy, non-operational role.
- The efficient operation of the NSC requires adequate levels of expertise from its staff who must interface with their departmental and military counterparts. The responsibilities for bureaucratic management of crises and determination of foreign policy goals must be clear for all the actors involved.
- Presidential determination of the political strategy must ultimately guide policy-making during crises and the degree of presidential investment in the actions must be sufficiently balanced and defined.

The National Security Policy Process: The National Security Council and Interagency System

Whittaker, A., Brown, S.A., Smith, F.C, & McKune, E. (2011). Washington, D.C.: Industrial College of the Armed Forces, National Defense University, U.S. Department of Defense.
<http://www.virginia.edu/cnsl/pdf/national-security-policy-process-2011.pdf>

This report provides an annually updated description of the national security decision-making process of the U.S. government. This report briefly summarises how the process has evolved since its creation under President Truman. It describes the current NSS organisational structure and processes, and defines the roles of the key departments and agencies, including that of the National Security Staff. Readers should keep in mind that the processes described in this report reflect, in general, the operation of the national security interagency system. However, at times, individuals and circumstances have produced idiosyncratic ways of doing business. Finally, the report discusses how the interagency process is incorporating the relatively new organizational structures associated with homeland defence and homeland security.

The National Security Council is the principal forum for consideration of national security policy issues requiring Presidential determination. It is chaired by the President and is called into session at the President's discretion. Its statutory members are the President, Vice President, and the Secretaries of State, Defense and Energy. The Chairman of the Joint Chiefs of Staff is the statutory military advisor to the Council, and the Director of National Intelligence is the intelligence advisor. The National Security Advisor is not a statutory member, but traditionally is responsible for determining the agenda in consultation with the other regular attendees of the NSC, ensuring that the necessary papers are prepared, recording NSC deliberations, and disseminating Presidential decisions

3. UK and Canada

National Security Decision-Making Structures and Security Sector Reform

Bearne, S., Olikar, O., O'Brien, K.A. and Rathmell, A. (2005). RAND Europe.
http://www.rand.org/content/dam/rand/pubs/technical_reports/2005/RAND_TR289.pdf

Canada

Canada's security strategy broadly emphasises emergency response alongside a wide array of potential threats to Canada's well-being.

In 2003 the Minister of Public Safety and Emergency Preparedness Canada was appointed with a corresponding department. This covers the core functions of public safety, security and intelligence, policing and enforcement, corrections and crime prevention, border services, immigration enforcement, and emergency management.

The Cabinet Committee on Security, Public Health and Emergency Preparedness (SPHEP) was created to provide political leadership during emergencies, co-ordinating (federal level) government-wide responses, as well as managing national security and intelligence issues.

A National Security Advisor to the Prime Minister was also created to improve co-ordination and integration of security efforts among government departments. The main function is to support the SPHEP, co-ordinating integrated threat assessment and inter-agency co-operation among security organisations, and briefing the PM and his deputy on national security from an integrated, government-wide perspective.

In 2004, the Advisory Council on National Security was established. It was (at the time of writing) to be composed of security experts external to the government. The Council provides confidential advice on issues related to national security, as well as strategies, mechanisms and activities required to develop, implement, evaluate and improve a fully integrated security system.

United Kingdom

The UK does not have a formal "national security council" but has a network of committees around the Prime Minister and cabinet ministers that serve this function. These committees are serviced by official staffs in the Cabinet Office and the Prime Minister's Office.

Security decision-making is decentralised among different departments. Of key importance is the role of the Prime Minister (PM) and the Prime Minister's Office (PMO), the Cabinet Office, the Foreign and Commonwealth Office (FCO), the Ministry of Defence (MoD), the Home Office (HO) and the Chancellor of the Exchequer. The Department for International Development (DFID) also plays a role in certain aspects of international security policy.

These executive actors are brought together at the working level by a variety of inter-departmental ministerial and secretarial committees focussing on different aspects of national security policymaking. Senior ministers and civil servants come together in Cabinet Committees for decision-making on issues that require strategic direction. The Cabinet Office is responsible for policy coordination, promoting standards, building capacity and managing the Cabinet itself. In this sense – and especially when considering national security issues – the Cabinet Office structures are the most like an NSC.

The Cabinet and Ministerial Committees co-ordinate policy and adjudicate policy differences. The Committees allow all the relevant policy actors to participate in the formulation and development of policy; as a result, many differences are ironed out before they reach the Cabinet for decision. Although there is not a single structure, there is effective centralised decision-making when needed, in a very flexible structure. Nonetheless, the creation of new, inter-departmental units in recent years – such as the Joint Terrorism Analysis Centre – reflects a recognition of the need to improve pan-governmental co-ordination and implementation in the face of today's threats to national security and stability.

National Security Council, UK

Web page accessed: 11.2.17

<https://www.gov.uk/government/groups/national-security-council>

The UK NSC official website states that there are currently 5 ministerial sub-committees of the Council that consider:

- Threats, hazards, resilience and contingencies including a restricted group to consider intelligence matters.
- Nuclear deterrence and security.
- Matters relating to cyber programmes and policy development.
- Matters relating to countering terrorism.
- Matters relating to the implementing the Strategic Defence and Security Review (SDSR) and National Security Strategy.

The National Security Council and the Prime Minister

Bangham, G & Shah, S. (2012). The Wilberforce Society think-tank, University of Cambridge.

<http://thewilberforcesociety.co.uk/wp-content/uploads/2012/04/TWS-National-Security-and-the-Prime-Minister-George-Bangham-Sarang-Shah.pdf>

Authors abstract:

This paper addresses the ongoing debate over the functions of the UK's National Security Council, established by David Cameron in 2010. Locating the NSC's formation in wider debates on the UK's constitution, the executive authority of the Prime Minister within Cabinet government, and the role of military intelligence in policymaking, it proposes two major changes to the NSC's role and its associated regulatory framework.

Firstly, it is proposed that the NSC be placed on a statutory footing as an amendment to current legislation in the Intelligence Services Act (1994). Defining the NSC's existence and requiring its decision on certain executive powers such as the declaration of war would, in this paper's estimation, act as a valuable constitutional check on Prime Ministerial power.

Secondly, a strengthened framework is proposed for the regulation of the NSC by Parliament, through the Intelligence & Security Committee. The case is made that, if national security in the 21st century may be defined as a public confidence that normal life may be conducted without personal or national danger, the public interest is served by more open scrutiny of high-level security policy, thereby increasing public confidence and accountability.

The honest counselor: the role of the national security advisor to the Canadian prime minister

Brunatti, A. (2008). Paterson Review, 9.

http://diplomatonline.com/pdf_files/npsia/2009/PDF%20-%20Andrew%20Brunatti%20-%20Role%20of%20National%20Security%20Advisor%20to%20PM.pdf

The National Security Advisor to the Prime Minister (NSAPM) was created in Canada with very little in the way of an identifiable mandate, save for the general responsibility of coordinating national security policy. This leaves open the possibility for significant problems. While the National Security Advisor is new to the Canadian framework, it has a long history in the United States government as the Assistant to the President for National Security Affairs (APNSA). This paper examines the major formative points in the history of the US position to address lessons that have been learned. This examination is then used to address how the Canadian government should approach the formulation of its own National Security Advisor in order to achieve successful results. The conclusion reached is that the NSAPM needs to be an active, yet honest, counsellor to the Prime Minister and to the cabinet on national security issues. The paper presents several ways to operationalise this concept, including that the NSAPM relinquish its more direct role in the Canadian intelligence community to a new Deputy National Security Advisor for Intelligence (DNSA-I) in order to maintain bureaucratic neutrality and to ensure better overall national security and intelligence community management.

4. Israel and Iran

Israeli National Security Council

Jewish Virtual Library. (2017). Webpage accessed 17.2.17.

<http://www.jewishvirtuallibrary.org/israel-national-security-council>

As set forth in Cabinet decisions, the Council's objectives and functions are:

- To serve as a national security staff attached to the Prime Minister and the Cabinet; the Council will derive its authority from the Government, and operate in accordance with the instructions of the Prime Minister. The head of the Council will answer directly to the Prime Minister; to function as a senior advisory forum for the Prime Minister and the Cabinet on matters of national security.
- To centralise an assessment of expected trends and processes, through integrating all strata of national security.
- To direct integrative staff work between Government ministries and offices dealing with national security, receiving input on their various areas of responsibility toward increasing coordination and integration between them.
- To prepare for discussions by the Cabinet, the Ministerial Committee on National Security Affairs and the Prime Minister, and to brief Knesset committees on these issues, in accordance with the instructions of the Prime Minister.
- To make recommendations on national security policy to the Cabinet.
- To engage in the long-range planning of national security components, with the assistance of existing planning bodies in those Government ministries and offices dealing with national security;
- To monitor and update national security activities, and to look after the implementation of national security decisions, and

- To maintain coordinative and cooperative relations with parallel national security officials in selected countries, in coordination with the Foreign Ministry and its missions abroad, and in accordance with acceptable practice.

Islamic Republic of Iran, The Supreme National Security Council

Farahani, A. (1997). Iran online. Accessed: 14.2.17.

<http://www.iranonline.com/iran/iran-info/government/Supreme-National-Security-Council.html>

The Supreme National Security Council (SNSC) is an institution founded in the course of revision of the Constitution of the Islamic Republic of Iran. The SNSC has been established with an aim to watch over the Islamic Revolution and safeguard the IRI's national interests as well as its sovereignty and territorial integrity.

According to Article 177 of the Constitution, the responsibilities of the SNSC are as follows:

- To determine the national defence/security policies within the framework of general policies laid down by the Leader.
- To coordinate political, intelligence, social, cultural and economic activities in relation to general defence/security policies.
- To exploit material and non-material resources of the country for facing internal and external threats.

Commensurate with its responsibilities, the SNSC has established sub-committees such as defence subcommittee and national security sub-committee. The sub-committees are headed by the President or one of the members of the SNSC appointed by the President.

Limits of authorities and functions of the sub-committees are laid down by law, and their organizational structure is approved by the SNSC. Approvals of the SNSC are enforceable after ratification of the Leader.

The members of the SNSC are:

- Heads of the three powers (executive, legislative and judiciary)
- Chief of the Supreme Command Council of the Armed Forces (SCCAF)
- The official in charge of the Plan and Budget Organization (PBO)
- Two representatives nominated by the Leader
- Minister of Foreign Affairs, Minister of the Interior, and Minister of Information (Intelligence)
- A minister concerned with the subject, and the highest authorities of the Army and the Islamic Revolution's Guards Corps (IRGC).

5. Kenya, Sierra Leone and South Africa

National Security Council Act, Kenya

National Council for Law Reporting. (2012). National Council for Law Reporting, Kenya.
http://law.co.ke/kl/fileadmin/pdfdownloads/Acts/NationalSecurityCouncilAct_No23of2012.pdf

Functions of the Council:

- Review and make recommendations on policies on matters relating to national security.
- Prioritise the programmes or activities that address the internal, foreign and defence interests on the national security of the Republic.
- Receive reports from security organs on the implementation of the Council's policy directives.
- Develop and from time to time review the national security policy.
- Identify and develop strategies to enable the security organs to respond to internal and external threats to the country's sovereignty and territorial integrity.
- Conduct an annual review of the internal, foreign and defence priorities relating to the national security of the Republic.
- Advise the President on the declaration of a state of emergency.
- Perform such other functions as may be conferred on it by this Act or any other written law.

This document also outlines the functions of the Secretary and Joint Security Secretariat.

The National Security Council Under the New Constitution (Kenya)

Nguru, S. (2014). Ngawi. Webpage accessed: 15.2.17.
<http://www.ustawi.info.ke/index.php/government/government-under-the-new-constitution/national-security-council>

The NSC shall exercise supervisory control over national security organs and perform any other functions prescribed by national legislation.

The NSC is expected to be a hands-on body in touch with all facets of the security of the country, aware of real and potential threats, and ably strategise and effect improvements on the capability of the three national security organs to assure the safety of the country and its people.

The Council shall: integrate the domestic, foreign and military policies relating to national security in order to enable the national security organs to co-operate and function effectively; and (b) assess and appraise the objectives, commitments and risks to the Republic in respect of actual and potential national security capabilities.

As the body in charge of the national security organs, the NSC is expected to ensure that these organs are not only in compliance with the Constitution especially on key appointments within their ranks but that they conform to gender, regional and cultural considerations in their operations; and are non-partisan in their service to the people of Kenya.

The national security of Kenya shall be promoted and guaranteed in accordance with the following principles:

- National security is subject to the authority of this Constitution and Parliament.

- National security shall be pursued in compliance with the law and with the utmost respect for the rule of law, democracy, human rights and fundamental freedoms.
- In performing their functions and exercising their powers, national security organs shall respect the diverse culture of the communities within Kenya.
- Recruitment by the national security organs shall reflect the diversity of the Kenyan people in equitable proportions.

National Security Decision-Making Structures and Security Sector Reform

Bearne, S., Oliker, O., O'Brien, K.A. and Rathmell, A. (2005). RAND Europe.

http://www.rand.org/content/dam/rand/pubs/technical_reports/2005/RAND_TR289.pdf

Sierra Leone

The NSC is headed by the President. It defines and implements the National Security Policy supported by the Office of National Security (ONS), established in 2002, which is a non-political structure that serves as the NSC Secretariat. The NSC receives advice from the National Security Council Co-ordinating Group (NSCCG), which comprises senior representatives from the police, the Republic of Sierra Leone Armed Forces (RSLAF) through the Ministry of Defence (MoD), the security agencies and the United Nations Mission in Sierra Leone (UNAMSIL).

South Africa

Since the end of apartheid, efforts to enhance the co-ordinated management of security and political decision-making have largely been centralised in the Office of the President.

A National Security Council was established in 2000. It is an inter-ministerial committee, it aims to deal with a wide range of threats to national security and stability – whether malicious or naturally-occurring. Acting at a strategic level – and overseeing bodies and programmes such as the National Disaster Management System and the Cabinet Committee on Security and Intelligence – it supports South African-led activities domestically and throughout sub-Saharan Africa. It includes senior ministers and officials; however, members only meet irregularly to deal with specific crises. Decision-making on national security issues – as with a number of other leading policy issues – appears to reside within the Office of the President, rather than in the NSC or other more consultative fora.

The committee system has proved very effective in centralising governance of the country for the Presidency, thanks in part to strong leadership. At the same time – while parliament has adopted a proactive and interventionist role in relation to crafting defence policy and legislation, all the while attempting to hold the government to account for performance and the implementation of policy – numerous scandals of corruption, of overstretch, and of failures to deliver to the people have wracked the governance structures since 1994.

6. Trinidad and Tobago, India, Serbia

The role and function of the National Security Council (NSC), Government of the Republic of Trinidad and Tobago

Government Information Service Limited (GISL), Government of Trinidad and Tobago. (2017). Web page accessed: 11.2.17.

<http://www.news.gov.tt/content/role-and-function-national-security-council-nsc#.WJsgHG-LSos>

The role of the NSC is to consider threats to the national security of Trinidad and Tobago and formulate policy at the strategic level. The NSC does not become involved in investigative matters between law enforcement and the DPP or other such bodies, nor is the NSC privy to the details of such matters.

The matters that would engage the attention of the NSC include, for example:

- Establishing a maritime security wall around Trinidad and Tobago, inclusive of the acquisition of naval and air assets.
- Enhancing the work of the Police Service to deal with criminal and security matters: Policies on the Rapid Response Unit, the National Operations Centre, the CCTV systems.
- Reviewing the overall strengths and weaknesses of the national security sector as whole and by its parts such as: The responsibility for port security, Prison system, Forensics, Disaster preparedness and management, Energy Security and Protection of Critical Infrastructure, etc.
- Integrating intelligence sharing mechanisms, nationally, regionally and internationally: via the Radar system and other means/ capabilities.
- Considering policies and approaches towards regional and international partners regarding security related issues and agreements.

National Security Adviser (India)

Revolv. (2017). Webpage accessed 9/2/17

[https://www.revolv.com/main/index.php?s=National%20Security%20Adviser%20\(India\)&item_ty pe=topic](https://www.revolv.com/main/index.php?s=National%20Security%20Adviser%20(India)&item_ty pe=topic)

In India, the NSA is the chief executive of the National Security Council (NSC), and the primary advisor to the Prime Minister of India on national and international security. It is the NSA to whom intelligence agencies such as the Research and Analysis Wing and Intelligence Bureau report, rather than directly to the Prime Minister. Due to such vested powers, NSA is a prominent and powerful office in the bureaucracy.

The NSA is tasked with regularly advising the Prime Minister on all matters relating to internal and external threats to the country, and oversees strategic issues. The NSA of India also serves as the Prime Minister's Special Interlocutor on border issues with China, and frequently accompanies the Prime Minister on Foreign State visits.

National Security Advisory Board, Government of India

National Security Advisory Board, Government of India. (2017). Webpage accessed: 9/2/17

<http://www.nsab.gov.in/?1001>

In December 1998, the Government set up a three-tier structure on the recommendation of the Task Force, consisting of a National Security Council, a Strategic Policy Group and a National Security Advisory Board.

The National Security Council is the apex body, headed by the Prime Minister, with the National Security Adviser as its Secretary. The Strategic Policy Group is chaired by the Cabinet

Secretary, consisting of serving senior officials responsible for policy-making and for follow up action in matters concerning national security. It includes the Chiefs of the Armed Forces, the Intelligence Bureau and the Research and Analysis Wing. Its main task is to make policy recommendations to the National Security Council.

The National Security Advisory Board (NSAB) consists of senior retired officials, civilian as well as military, academics and distinguished members of civil society drawn from and having expertise in Internal and External Security, Foreign Affairs, Defence, Science & Technology and Economic Affairs.

The NSAB meets at least once a month or more frequently as needed. Its principal function is to undertake long-term analysis of and provide perspectives on issues of national security. It may also take up for study specific issues which the National Security Council may refer to it. Its policy recommendations and options are conveyed to the National Security Council for its consideration.

Over the years the NSAB has contributed a large number of studies on both current and long-term issues of strategic significance. It produced a Draft Nuclear Doctrine in 2001, a Strategic Defence Review in 2002 and a National Security Review in 2007 among other documents.

The Board has on its current agenda the following subjects:

- Neighbourhood Strategy
- Western Neighbourhood
- Border Management
- Maritime Security
- Resource, Water & Food Security
- Internal Security
- Strategic Industries and Technology
- Strategic Communications

The National Security Council of the Republic of Serbia: contributing to the formation of an integrated security system or just another coordinating body

Popović, D. (undated) Opinion piece, published on Centre for European and North Atlantic Affairs website. Accessed: 10.2.17

http://cenaa.org/analysis/wp-content/uploads/2013/02/Popovic_pdf.pdf

The National Security Council was formed partly in response to the need to bring together all of the main security sector decision-makers, to coordinate the various elements of the sector and, in so doing, to create an integrated security system in Serbia. However, the Council also has the role of improving democratic and civilian oversight of the sector and its main actors.

The Council's responsibilities are to maintain national security by analysing security related issues and coordinating the operation of other bodies that form part of the security sector and by proposing various measures for the improvement of national security. The Council directs and coordinates the operation of the security services by processing intelligence reports, dictating priorities and measures to be taken for the enforcement of security. It is also responsible for the realisation of national interests that are attainable through the work of intelligence and security services and presents the Government with assessments of the security services' budget

proposals, goals, and proposed employment or discharge of the heads of said services. The Council also coordinates the application of standards and regulations for protection of personal data and other regulations that are in place to protect human rights from the exchange of information or other security service operations.

One major shortcoming is the fact that, in the founding document, the role of creating the most significant strategic documents, not least of which is the National Security Strategy, is not explicitly stated to be a responsibility of the Council. This could be seen to be the Council's responsibility as part of its rather ill-defined task of proposing measures for the improvement of national security. Unfortunately, the adoption of a national security strategy is not even provided for in the Constitution itself. As a result, a number of proposals for such a strategy have been prepared by teams of experts grouped around either the President or the Prime Minister but it is still unclear which of these will be presented for adoption before the National Assembly. If the National Security Council, or rather a team of experts formed by this body, were tasked with the creation of a National Security Strategy such confusion could be avoided.

One of the potential dangers that can arise from the establishment of a National Security Council is the fact that this body can frequently elude any kind of democratic or civilian control. The founding document of the Council contains no measures that relate to checks and balances for this body. Neither does the proposed Law on the Basic Regulation of the Security Services of the Republic of Serbia contain any provisions that would regulate control over the Council. It is of the utmost importance that the obligations of the Council as a whole, and of each of its separate members, be properly regulated to facilitate control of this body, principally by the National Assembly. In order to guarantee enforcement of the Council's decisions the law expresses the intention of its author that the Council should not merely be an advisory body; in other words, that its decisions should be binding

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About this report

This report is based on five days of desk-based research. The K4D research helpdesk provides rapid syntheses of a selection of recent relevant literature and international expert thinking in response to specific questions relating to international development. For any enquiries, contact helpdesk@k4d.info.

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