National Security Strategy: Development, Resourcing, and Implementation

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**National Security Strategy: Development, Resourcing, and Implementation**

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What and Why Strategy?

• A plan, method, or series of maneuvers or stratagems for obtaining a specific goal or result. It helps you find the result you seek:
  • If you don’t know where you’re going, it really doesn’t matter which path you take
  • If you don’t know where you’re going, you probably won’t even know if you’ve arrived
  • If you don’t know where you’re going, no matter where you are…you’re there!
  • If you don’t know where you are, you probably can’t chart a course to where you want to go
National Security Lexicon

• National Security Strategy
• National Security Policy
• Development Strategy
• Human Security Strategy
• NSS/P IMPLEMENTATION
Defining National Security

• Security is a collective good:
  – Local, national, sub-regional, regional and global dimensions
  – “Localizing” consequences of failed security no longer a feasible alternative

• Not divisible into external and internal domains: domestic and external security are inextricably linked; threats and challenges transcend borders

• Nation States are no longer the only or necessarily the primary actors
  – Role of International Organizations – UN, AU, SADC
  – Role of non-state actors
  – Role of “Donors.” external powers, and neighboring states
National Security Re-defined

• FROM:
  • Traditional STATE SECURITY
  • State-centric
  • Focused on regime security and state survival
  • Emphasis on external (neighboring state) threats
  • Predominately military and Defense

• TO:
  • HUMAN SECURITY
  • Citizen-centric
  • Community-based
  • Emphasis on internal challenges (crime, local conflict, violent extremism, lack of development, poor governance, corruption)
  • Genuinely “whole-of-government” with private sector, civil society, and local political stakeholders
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

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

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

**Other Actors**
- Donors
- Intl. Financial Institutions
- Neighbors
- Regional orgs.
What Strategy Does
(or what its supposed to do)

- Calculated relationship among:
  - Ends (Objectives)
  - Ways (Concepts)
  - Means (Resources)

- Dynamic
  - Multiple players; Proactive - Anticipatory
  - Non-linear

- Art more than a science – It is NOT a plan

- If you focus on MEANS exclusively you are not following the right approach

ENDS MATTER – and at the Strategic Level, ENDS MATTER MOST
Strategy – A Model

Relating Ends, Ways & Means

Objectives (Ends)  Concepts (Ways)  Resources (Means)

imbalance = risk
National Interests and National Strategy/Policy

• National Security Strategy/Policy Objectives (ENDS) identify *WHAT* we care about, BUT-
• National interests (informed by national values) explain *WHY* we care, and
• National Interest “Intensity” defines *HOW MUCH* we care:
  – Vital (survival of the State is at issue)
  – Important
  – Peripheral
• National Security Strategy/Policy ENDS are derived from analyzing (sometimes competing) national interests, and their relative priorities
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 and Transnational
- WMD

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

National Interests

Grand Strategy/Strategic Vision

National Policy

Strategy Formulation Process

National Objectives
(Ends)

National Power
(Means)

Feasibility, Suitability, Acceptability

Risk Assessment

Feasibility, Suitability, Acceptability

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?

- Externally and State (NOT human security) focused
- Required by law (Goldwaters-Nichols Act)
- Produced by the Executive Office of the President (NOT whole-of-government)
- No public consultation or legislative branch participation
- Directive in nature, but lacking “force of law”
- Audience and intended use varies with Administration
- Does not incorporate funding processes or guidance (e.g., no “means” component)
NSS/P Examples: South Africa


- Developed by Ministry of Defense (not “whole-of-government”)
- Internally focused, with significant human security content
- Focused on supporting transition to Black Majority Rule
- Collaborative process involving both Parliament and the Executive Branch
- Extensive public consultation informed final draft
- No funding component, but involvement of Parliament offered connection to means

- Both externally and internally focused
- Combines human security and state security
- Produced by an independent Commission appointed by and answering directly to the President
- A “whole-of-government” process, involving all elements of the security sector
- Included broad public participation in a robust consultative process (but no formal mechanism for incorporating input)
- Clearly directive in nature, with specific goals and benchmarks
- No participation by legislative branch
- Informs funding input by executive branch to Parliament, but no formal connection to means
  – Internally focused and Human security-centric
  – Produced by the Office of the President with no significant consultation outside the executive mansion
  – Directive in nature
  – Provided critical priorities and guidance to the newly constituted Sirleaf-Johnson Administration
  – No connection to funding or means (which were donor-driven)

• Leads to Liberia: “Poverty Reduction Strategy” (2007)
  – Human security-centric, but with state security elements
  – Whole-of-government “Steering Committee” under authority of the President
  – Embraced robust consultation with public, legislature, and donors

• Leads to Liberia “National Security Strategy” (2008)
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?