



**AFRICA CENTER
FOR STRATEGIC STUDIES**

Case Studies: National Security Strategy Lessons for Africa

Mr. Larry Gbevlo-Lartey
Dr. Luka Biong Deng Kuol

Senior Leaders Seminar

Case Studies: National Security Strategy Lessons for Africa

Luka Kuol, PhD

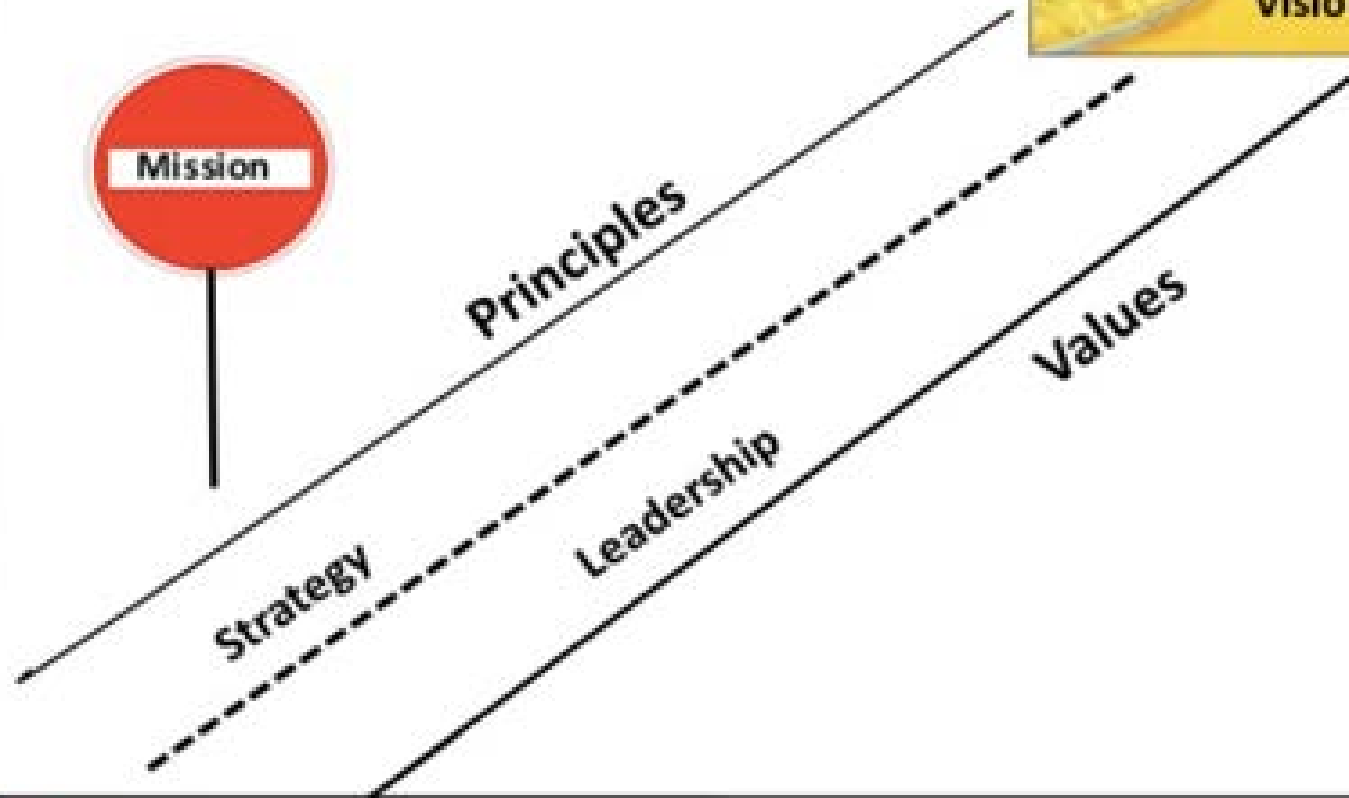
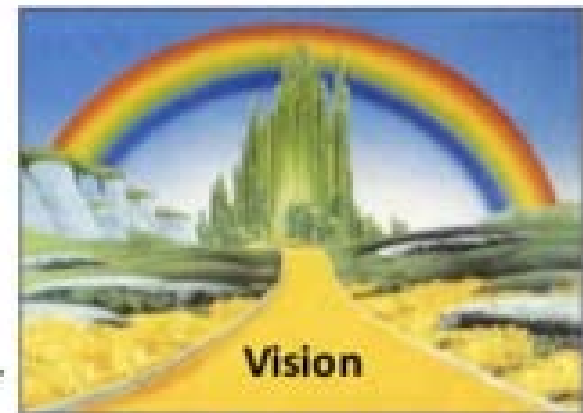
ACSS, NDU

Washington, USA, 10th May 2017

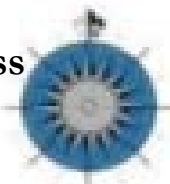
The Outline of Presentation

- What is National Security Strategy ?
- Are national security strategies necessary for Africa?
- The Case of South Sudan
- What lessons to learn from development strategies for Security Strategies Development in Africa?
- The Key Takeaways

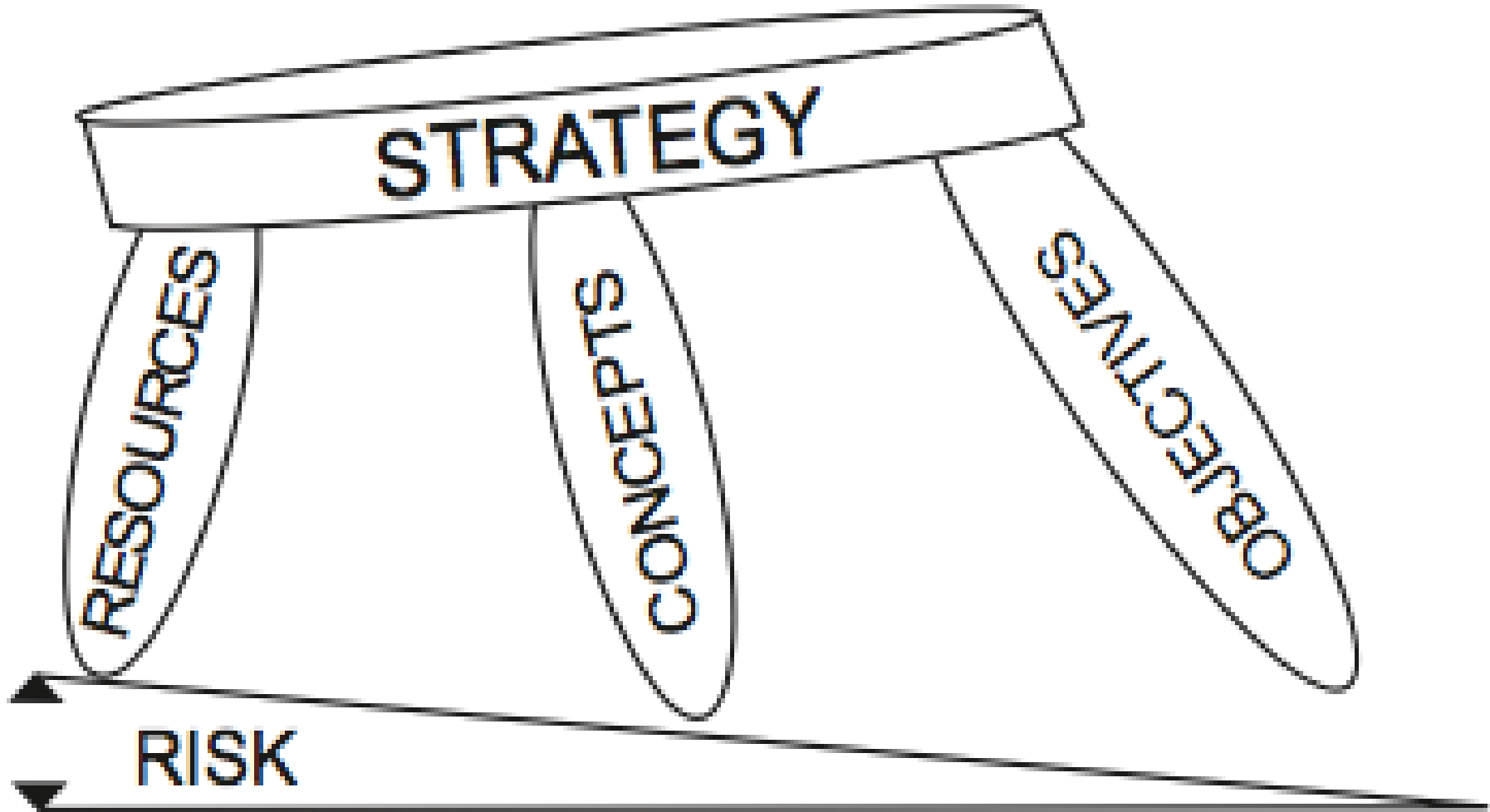
The Components for Success



Source: www.slideshare.net/JohnPersico1/strategy-development-process



Edward Meade Earle, Makers of Modern Strategy (1943)



Source: The Lykke Model (Yager, 2010)

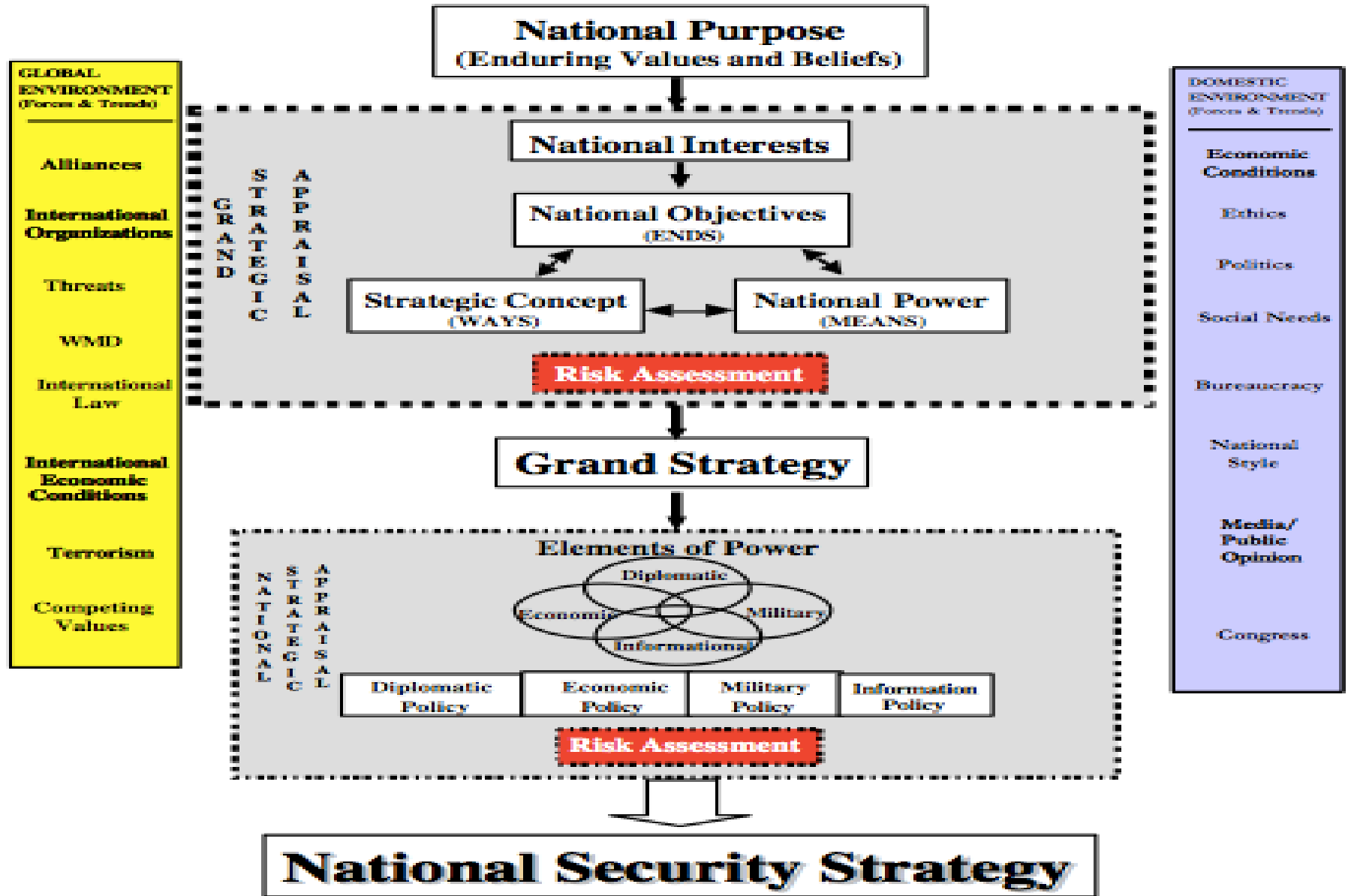
Strategic Development Process

Clip slide



Source: www.slideshare.net/JohnPersico1/strategy-development-process

Strategy Formulation Model: Vision, Interests, Policy, Strategy



National Vision

- Credible political vision is necessary to inspire and guide for a better tomorrow.
- *Abundance of visions of the future in Africa but their credibility is lacking.*
- This lack of credibility is largely attributed to the way such visions are developed and processed to ensure national ownership and citizens participation, legitimacy, availability in local languages, political context, and societal relevance.
- *Strategic Vision should ideally capture the core values of a nation and presents such values with charisma and eloquence as well as affirming how legitimacy of the state will be created and consolidated.*
- Visionary Leadership is in the heart of articulation of National Vision.
- *Botswana and Rwanda provide good examples of development of genuinely national owned “vision”.*

Source: Max Everest-Philip: www.churchillcentral.com/./Leadership--Vision-and-Development-/

National Interests

- A national interest is what is considered by a nation a desirable goal with an anticipated positive impact on realization of its strategic national vision.
- Identification, determination, prioritization and sequencing of national interests are critical part of the development of national security strategy.
- The determination of national interests should ideally be derived from the national strategic vision and informed by internal and external environments.
- National interests set goals for policy and strategy and basis for determining the means to implement policy or strategy.
- Strategic Risk Assessment and Management Models and Methodologies are necessary in determining and prioritizing the competing national interests.
- National interests tend to be dominated by state/regime security concerns, short-term horizon and less linked to national strategic vision.

National Security Policy

- It is an official grand statement of an overarching long-term national security vision that describes how a state intends to provide for its own security and that of its population.
- It provides answers related to what should be the national security vision, what are the national security interests, how are the internal and external security environments, what are the security threats, and what are the roles of the main political institutions and security agencies?
- It is derived from national vision or national security dialogue in the absence of national vision. It is not available in most countries.
- It can be a stand alone document or reflected in other security documents such as national security strategy, security sector reform, white paper..etc.
- Strategic Risk Assessment and Management Models and Methodologies are necessary in the formulation of national security policy.

National Security Strategy

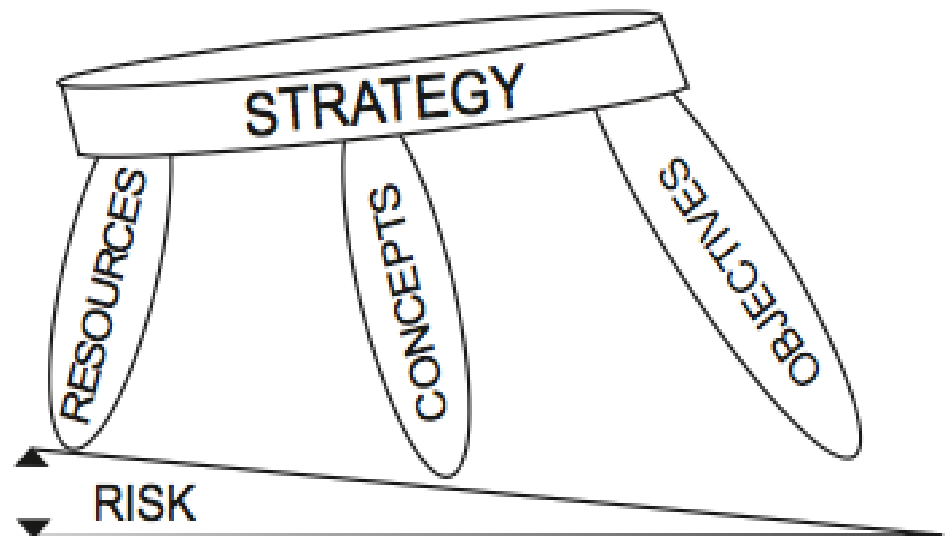
- It is a practical document or plan that describes how to implement a national security policy.
- It provides answers related to scope, formulation of security objectives, approaches to international relations, role of security institutions and agencies, implementation plan, decision-making process and the required instruments, resources and capabilities
- It reconciles and balances the objectives provided in national security policy (ends) and all the instruments (resources, capabilities and monopoly use on the means of violence) of state power (means) to achieve objectives set in the national security policy.
- Strategic Risk Assessment and Management Models and Methodologies are necessary in the development of NSS.
- National Security Strategy that includes national security policy serves as the most comprehensive document that can guide all the other security related policies.

Strategic Equation: Balancing Policy, Strategy and Power

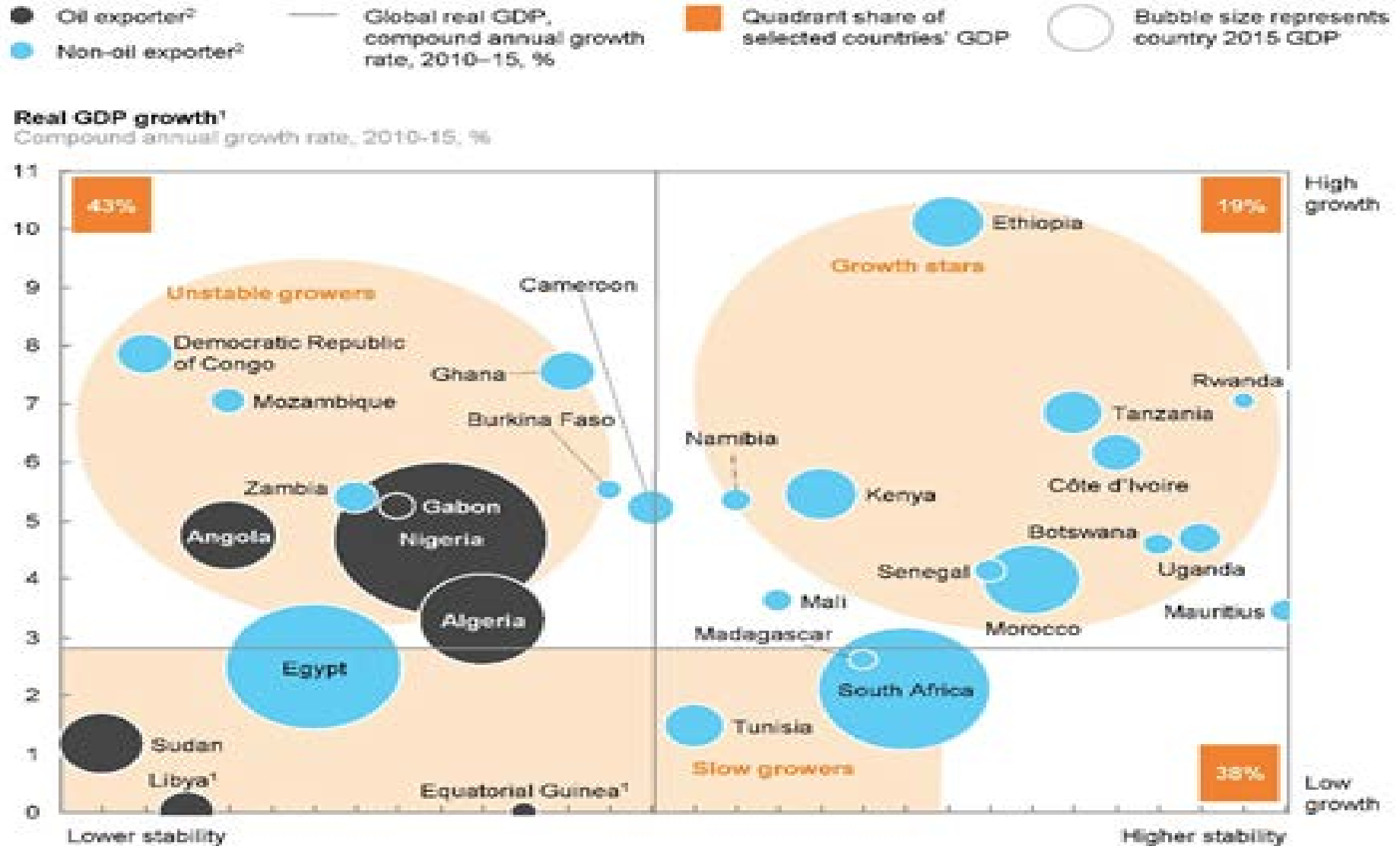
- National Policy (Ends) = National Strategy (ways) + National Power (means)
- National Strategy (ways) = National Policy (ends) – National Power (means)
= It balances what you want with what you are willing and able to pay for it.

- Strategic Balancing Options:

- ☐ Modify Ends
- ☐ Modify Means
- ☐ Modify Ways
- ☐ Reassess Risk



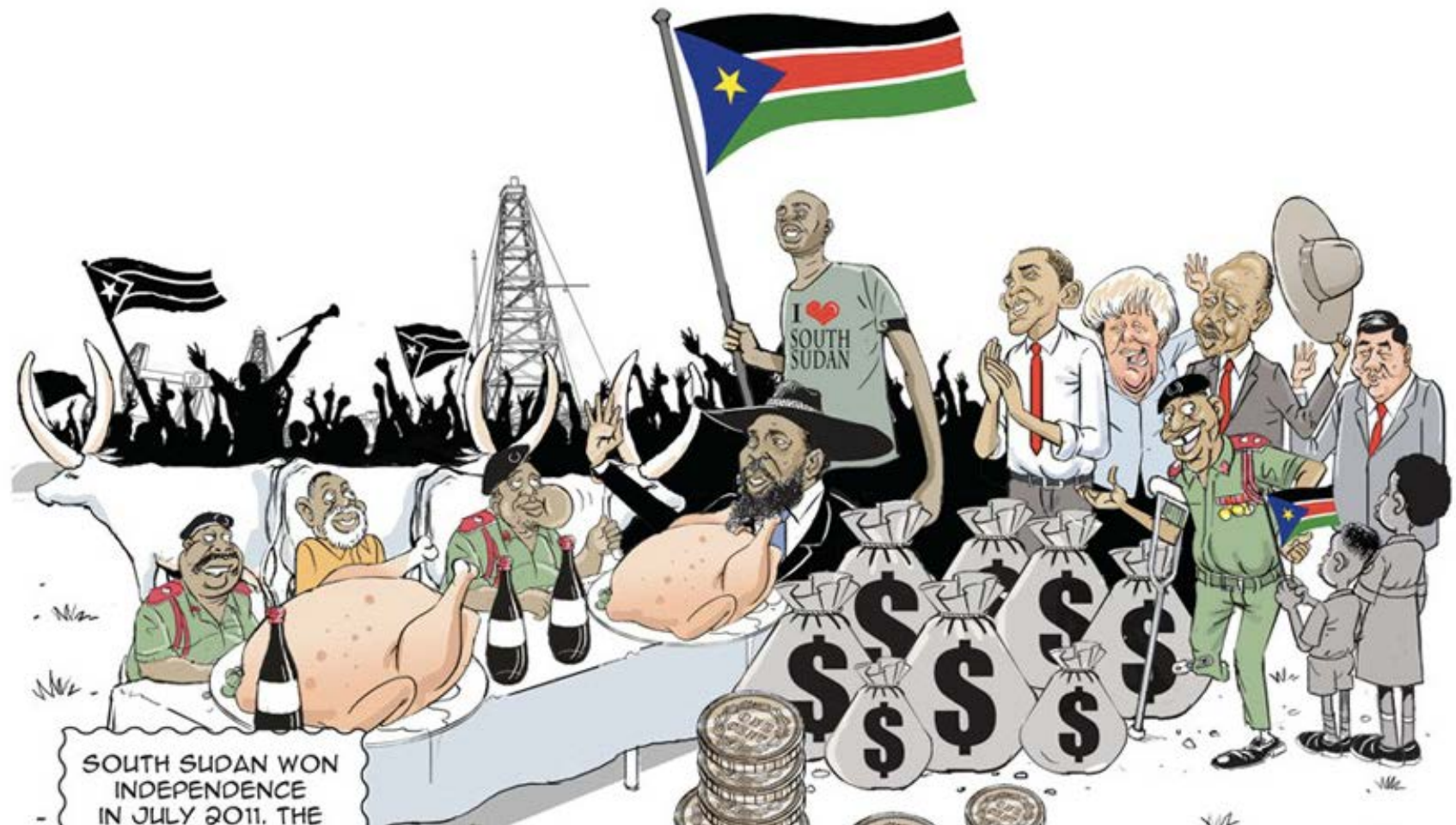
Does National Security Strategy Matter?



Source: Barton and Leke, 2016

Relative stability
Relative ranking 2015

SOUTH SUDAN: WHO GOT WHAT?



The Ways: The National Security Strategy

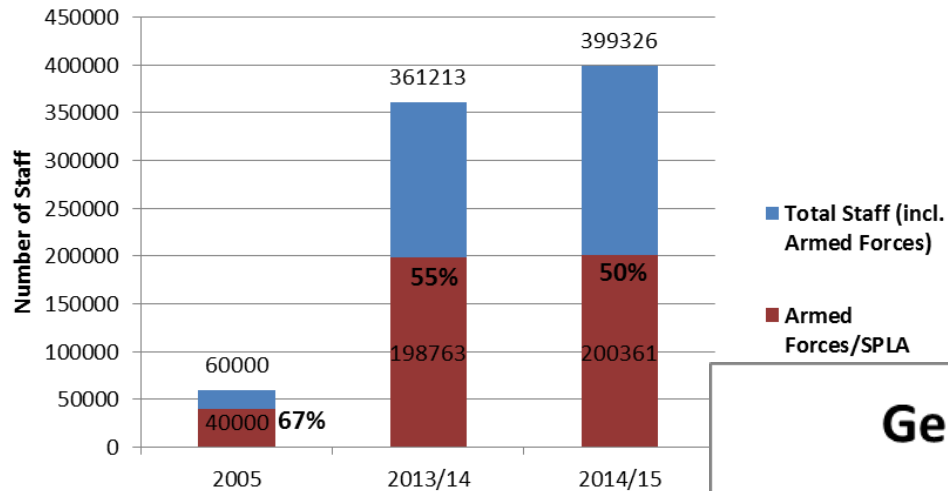
The Case of South Sudan

- **National Vision 2040** developed in 2010: “Towards freedom, equality, justice, peace and prosperity for all” with safe and secure nation as one of the seven pillars of the Vision.
- **Traditions and Values**: Elites’ Perspectives
- **National Interests**: Dominated by the threat from Sudan and conduct of right of self-determination referendum.
- **National Security Policy and Strategy**: Security Sector Reform
- **Political Leadership**: The Curse of Liberation
- **Social Contract**: State vs. Nation Building, vertical vs. horizontal
- **Weak Institutions**: The Curse of Oil
- **Risk Assessment**: External (Islamic North) vs. Internal (Social Cohesion)

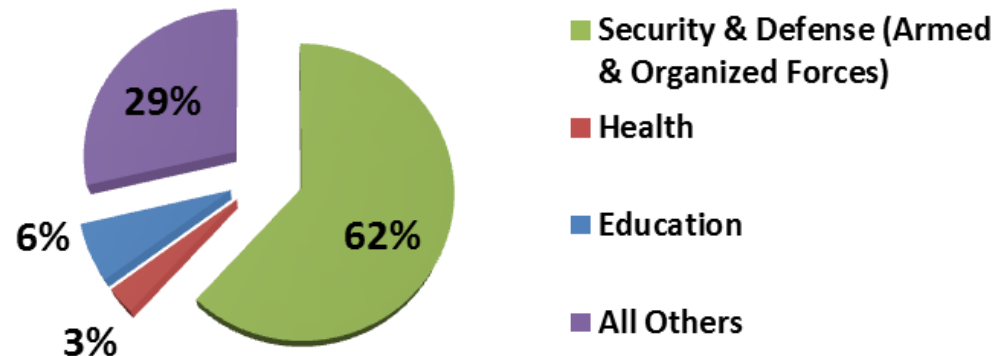
The Implications for Resources Allocation

The Case of South Sudan

South Sudan Armed Forces as a % of Total Government Staffing



General Government South Sudan 2014/15

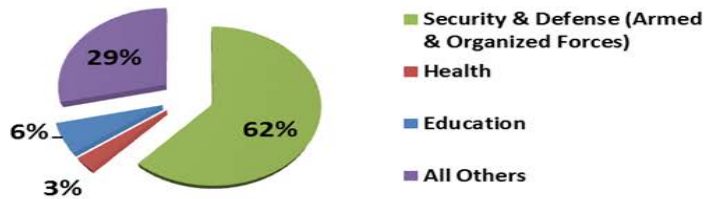


The Implications for Resources Allocation

The Case of South Sudan

	<i>Doctors</i>	<i>Nurses</i>	<i>Police</i>
South Sudan	1.5	2	>450
Liberia	7.5	30	108
Ghana	7.1	90	94
Kenya	9.5	80	81

**General Government South Sudan
2014/15**



**General Government
Afghanistan 2013**



**General Government
Liberia 2013**



General Government Timor Leste 2013



The Outcomes: Security and Stability

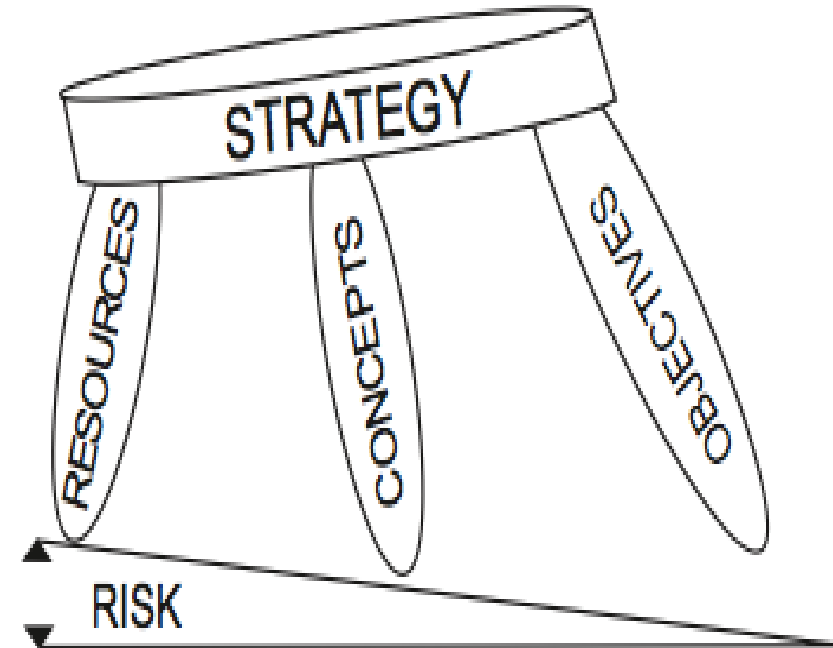
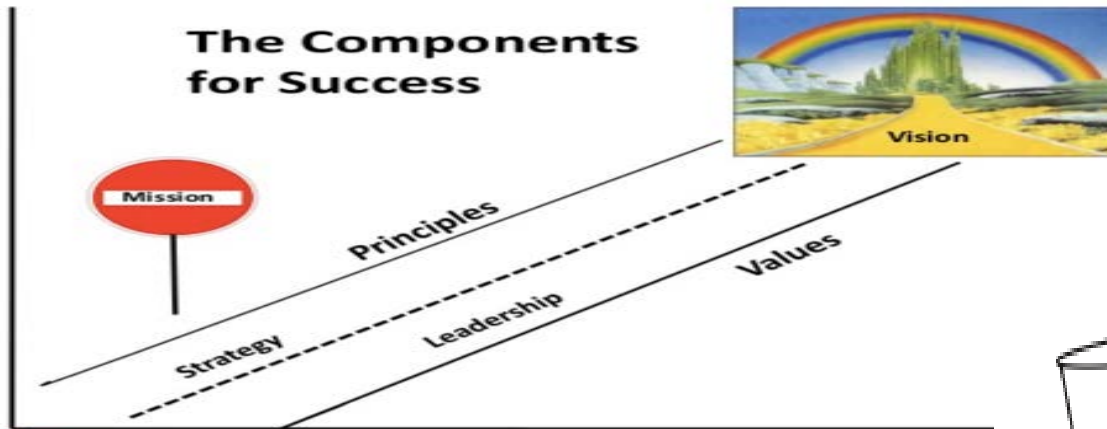


IN THE FOLLOWING PAGES WE TELL THE STORY OF HOW THIS CAME ABOUT.

What are lessons to learn from development?

Development*		Security	
Poverty of Development Strategies	1. Lack of coherent development policies	Poverty of Security Strategies	1. Lack of coherent security strategies, only six African countries have National Security Strategy
	2. Lack of capacity for strategic thinking to consolidate recent gains and harness future megatrends		2. Lack of critical thinking in security sector
Manifestations:	1. Economic Advisors becoming Policymakers that restrained “development ambition” and “strategic space”	Manifestation:	1. Security Advisors becoming Security Policymakers that restrained “strategic space and security ambition”
	2. Policies focused on poverty reduction have been mistaken for national development policies.		2. Policies focused on security sector reforms that have been mistaken for national security strategies.
	3. Free trade and globalization made Africa to focus less on science, technology and innovation as drivers of development in the West and East.		3. Free trade and globalization made security sector not to focus on science, innovation and technology.
	4. Africa is seen as a country leading to dubious one-size-fits-all prescriptions.		4. Africa is seen as a country leading to dubious one-size-fits-all prescriptions

The Key Takeaways



The Key Takeaways

- National Security Strategies are indeed necessary for Africa in building consensus around security challenges and providing a long-term holistic framework for managing security threats.
- But, they are are not solutions by themselves but means for addressing security threats.
- National Security Strategies are not necessarily Security Sector Reforms, nor Defense White Papers or National Security Acts
- Lack of strategic direction could be disastrous as in the case of South Sudan that is not an exception and it could happen in other African countries.

Recommended Readings

1. DCAF, 2016. “National Security Policies: Formulating national security policies for good security governance”. *SSR Backgrounder Series*. Geneva: The Geneva Centre for the Democratic Control of Armed Forces (DCAF). www.dcaf.ch.
2. Knudsen, Bard, 2012. “Developing a National Security Policy/Strategy: A Roadmap”. *Security and Peace*. Vol. 30 (3). pp: 135-140



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