



**AFRICA CENTER**  
**FOR STRATEGIC STUDIES**  
IMPACT THROUGH INSIGHT | 1999-2019

# **Session 1: Conceptual Evolution of Security and Strategy**

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# National Security Strategy

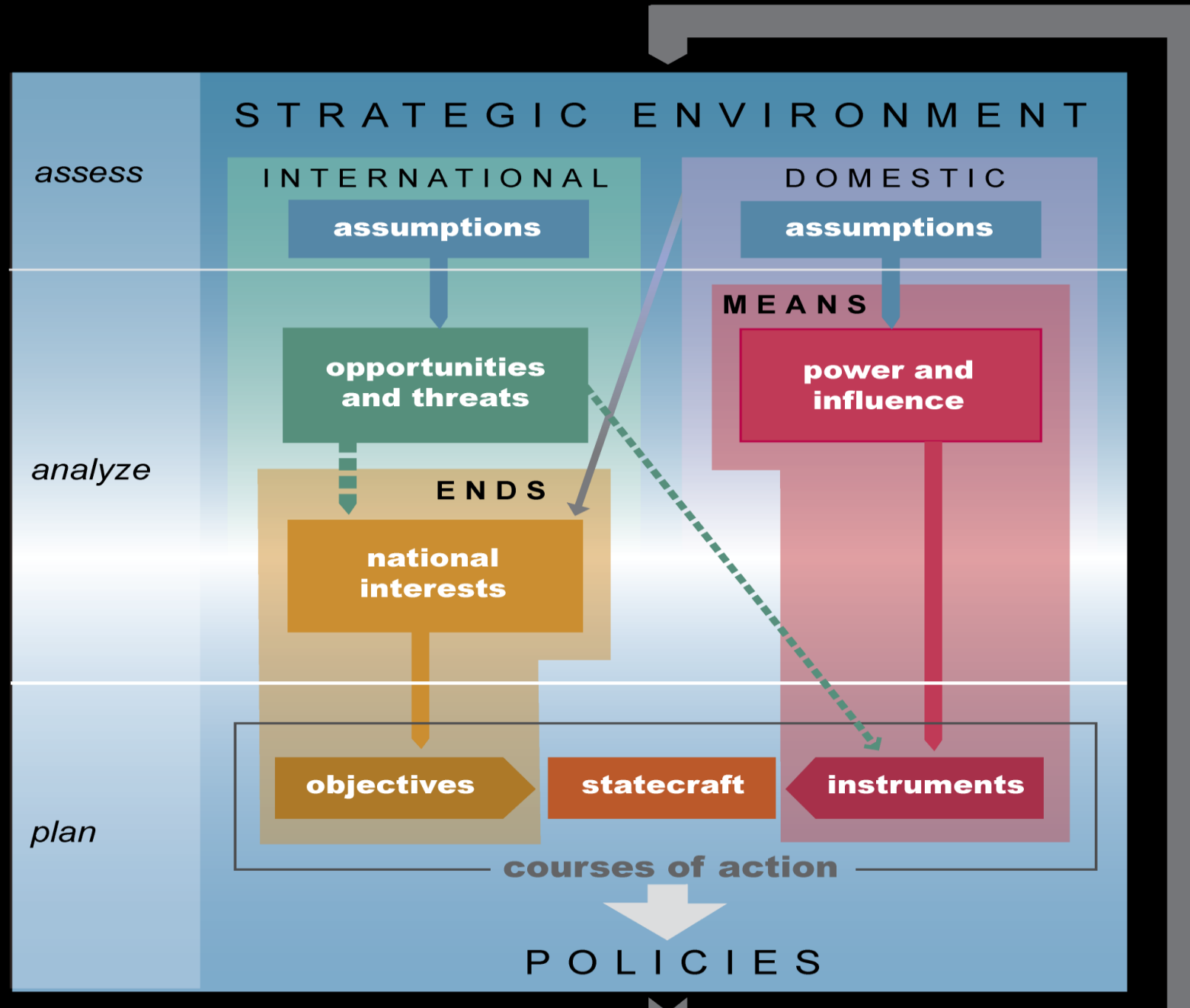
- What is national security strategy?
  - Guiding vision
  - Theory of success
  - Art of creating power
  - Plan
  - Process to coordinate instruments of national power
- Why bother with national security strategy?
  - Roadmap for government decisions (“policy”) and priorities
  - Alignment among stakeholders
  - Strategic communication to stakeholders, partners, potential adversaries

# National War College Approach: Strategic Logic 5 Steps

- Analyze the situation (CONTEXT)
- Define desired outcomes (ENDS)
- Identify or develop resources and capabilities (MEANS)
- Design methods to apply means to achieve outcomes (WAYS)
- Assess risks and costs of the strategic design (TESTS)

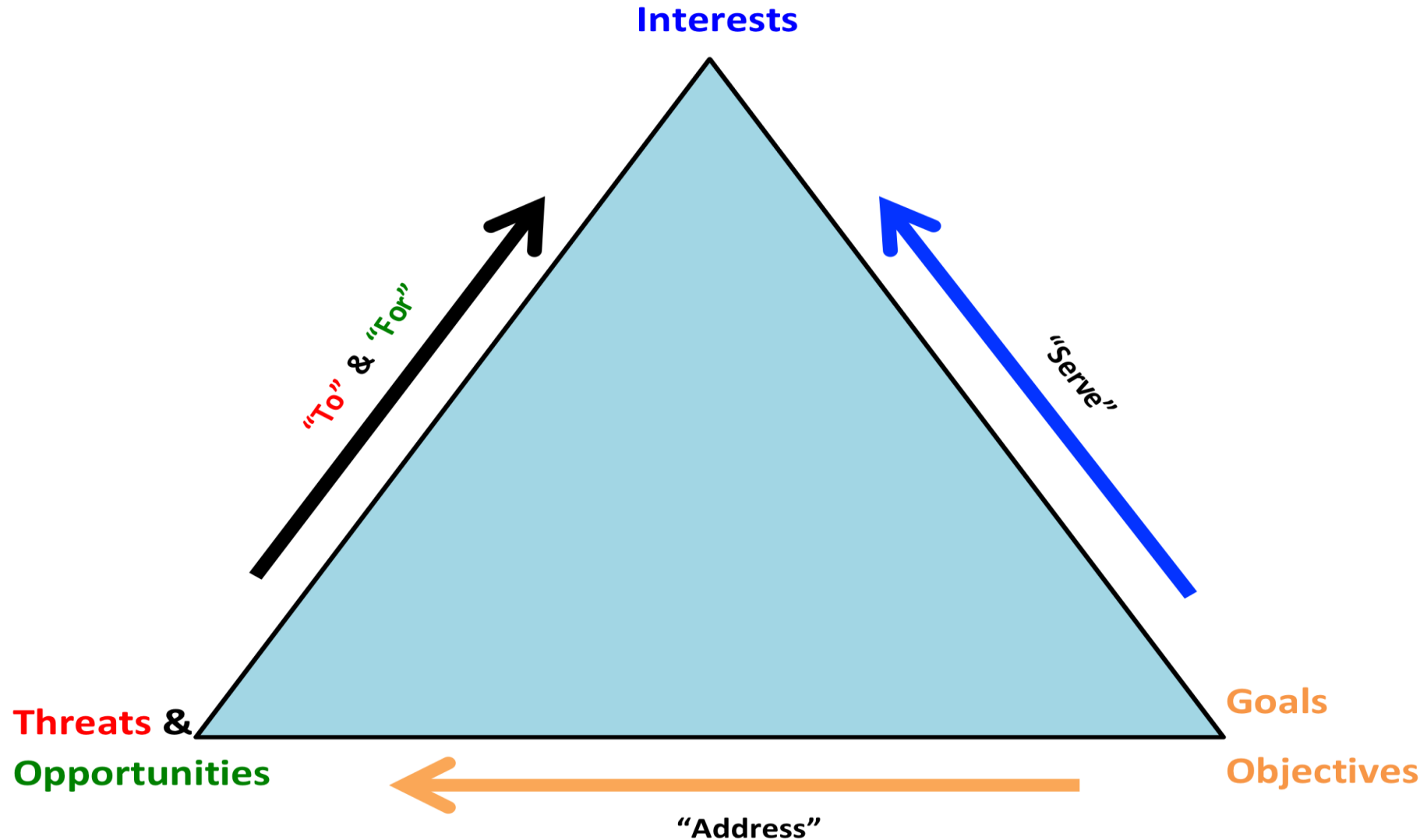
***NWC Strategic Logic Primer available to download at  
<https://nwc.ndu.edu>***

# STRATEGIC LOGIC APPROACH VISUALLY



Source: Dr. Terry Deibel, National War College

# RELATIONSHIP BETWEEN GOALS (ENDS) AND NATIONAL INTERESTS



# Components of National Power

- Geography
- Natural Resources
- Economy
- Industry
- Technology
- Infrastructure
- Population
- Governance
- Culture
- National Will
- International Standing

# Instruments of National Power (MEANS)

- Diplomatic/Political Instrument
  - Representation
  - Negotiation
  - Implementation
- Information Instrument
  - Influence
  - Intelligence
- Security Instrument
  - Law enforcement
  - Military
- Economic Instrument
  - Trade
  - Finance
  - Development

# Institutions & Actors (MEANS)

- Government
- Private Sector
- Civil Society
- Media
- Academia
- Domestic NGOs
- Partners (Bilateral, Regional, Multilateral)
- International NGOs
- International Financial Institutions



# Generic Strategic Approaches (WAYS)

- Observe
- Accommodate
- Shape
- Persuade
- Enable
- Induce
- Coerce
- Subdue

**MULTIPLE INSTRUMENTS OF  
NATIONAL POWER RELEVANT TO  
EACH STRATEGIC APPROACH**

# Strategy Tests

- What are costs and benefits?
- What are risks to the strategy and from the strategy?
- Is the strategy
  - ***Suitable*** in accomplishing ends?
  - ***Desirable*** relative to cost/benefit assessment?
  - ***Acceptable*** to the public, partners?
  - ***Sustainable and implementable*** from the perspective of resources and political will?

# Caveats: Strategy is NOT

- A simple recipe or formula
- Linear
- Accomplished in isolation
- A budget exercise
- Means-based planning
- A whole-of-government mantra

