

National Security Strategy Development Workshop

Gaborone, Botswana, 8th April 2019

Session3: Lessons from Case Studies

Key Elements of National Security Strategy Process

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Outline

1. **Key Elements in National Security Strategy**
2. **NSS as a Theory of Change**
3. **National Ownership and Political Leadership**
4. **Rationale and Process**
5. **Key Takeaways**

Typical Elements of A National Security Strategy

1. National Security Vision

2. National Security Interests

3. National Security Threats and Opportunities

4. National Security Core Objectives

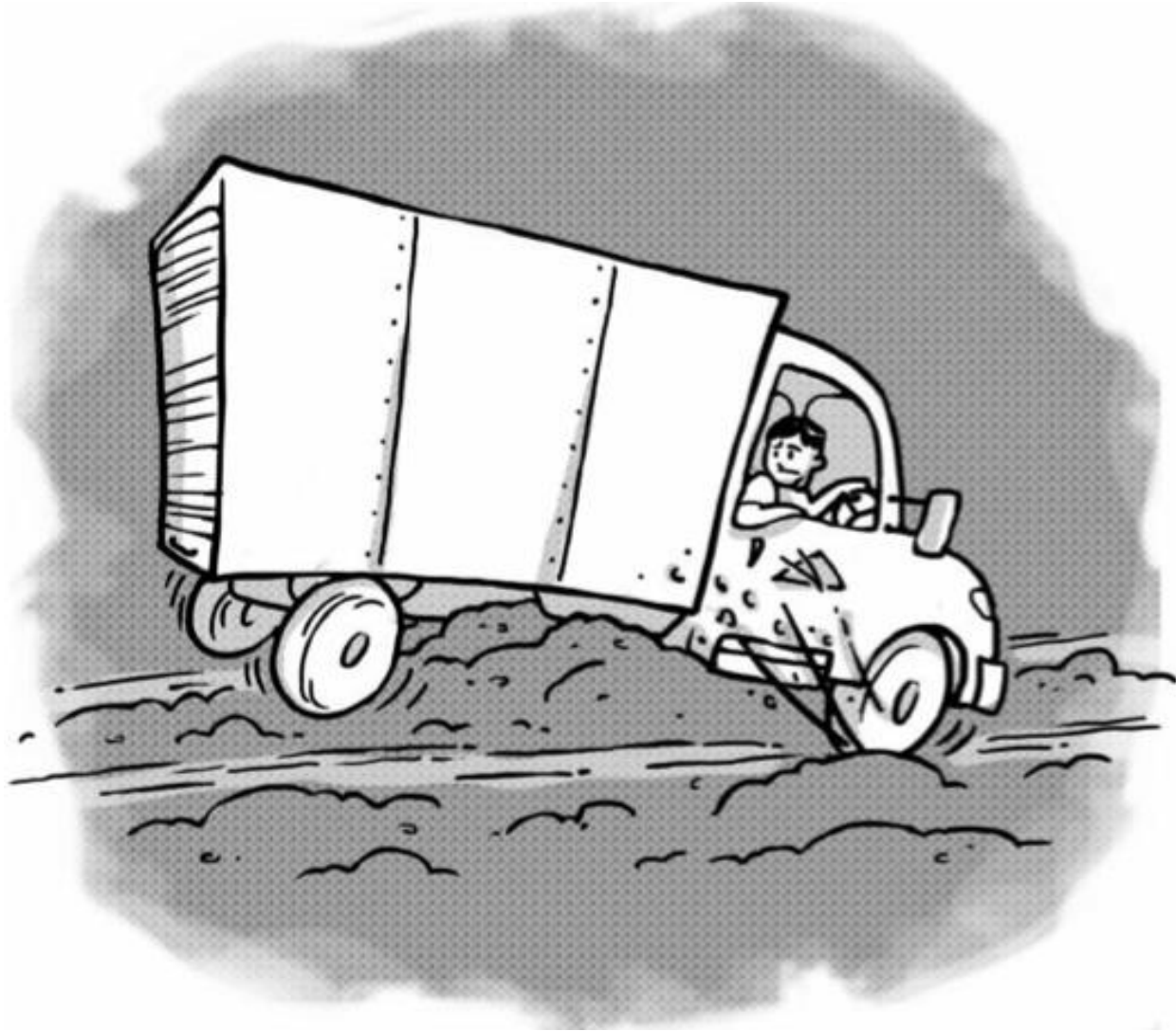
5. Division of Labor and Restructuring of Security Sector

6. Resources for National Security Strategy

7. Civilian Oversight

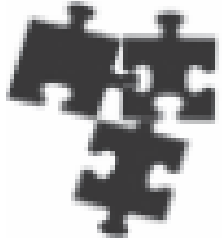
8. Implementation

The Big Stuck in State Capability to Deliver Security



Source: Andrews et al, 2017. *Building State Capability*

National Security Strategy As Theory of Change



Local solutions for local problems

Transitioning from promoting predetermined solutions to allowing the local nomination, articulation and prioritisation of concrete problems to be solved.



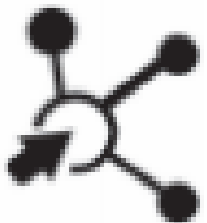
Pushing problem-driven positive deviance

Creating (and protecting) environments within and across organisations that encourage experimentation and positive deviance.



Try, learn, iterate, adapt

Promoting active experiential (and experimental) learning with evidence-driven feedback built into regular management that allows for real-time adaptation.

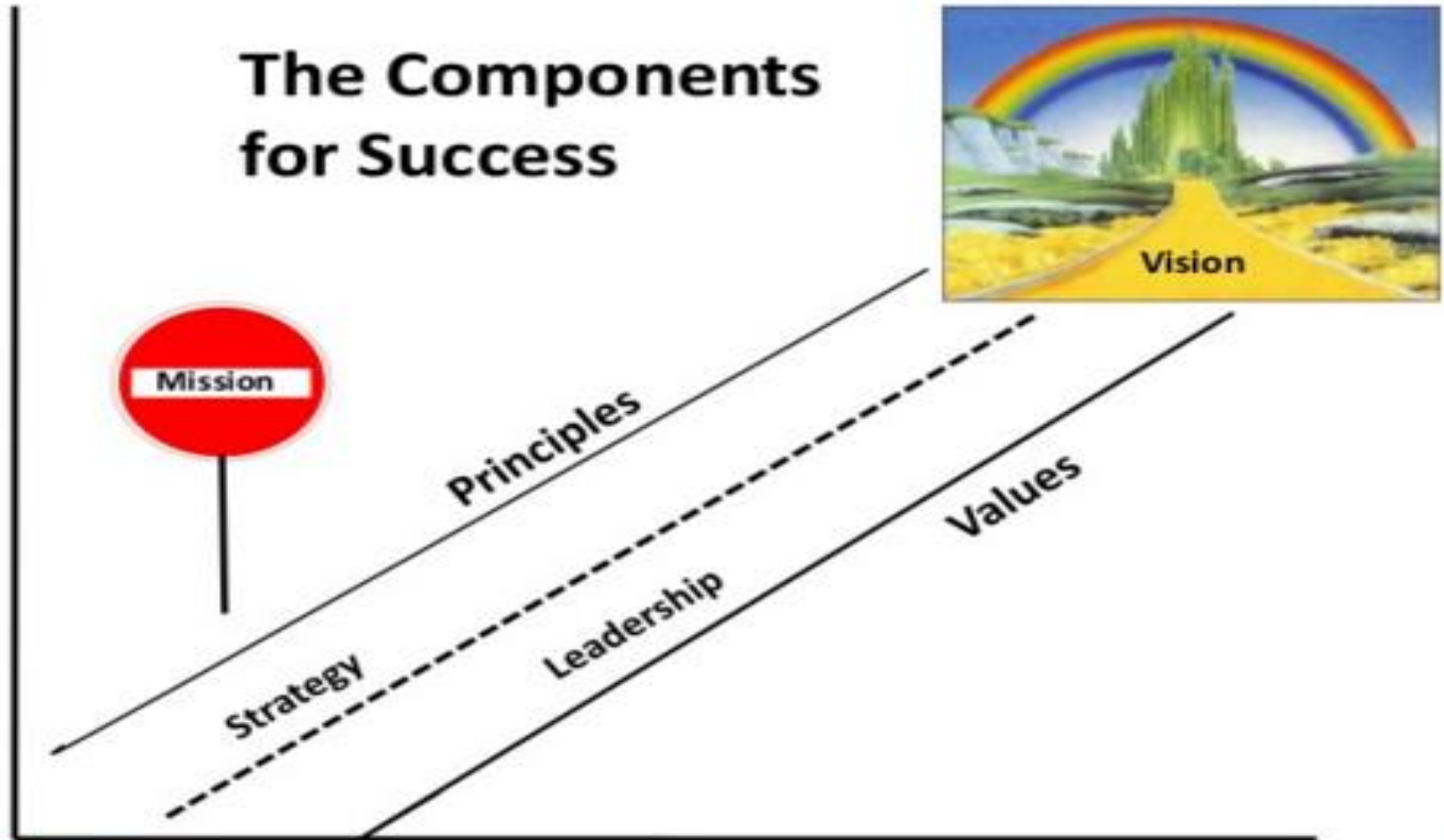


Scale through diffusion

Engaging champions across sectors and organisations who ensure reforms are viable, legitimate and relevant.

Source: Andrews et al, 2017. *Building State Capability*

National Ownership and Political Leadership



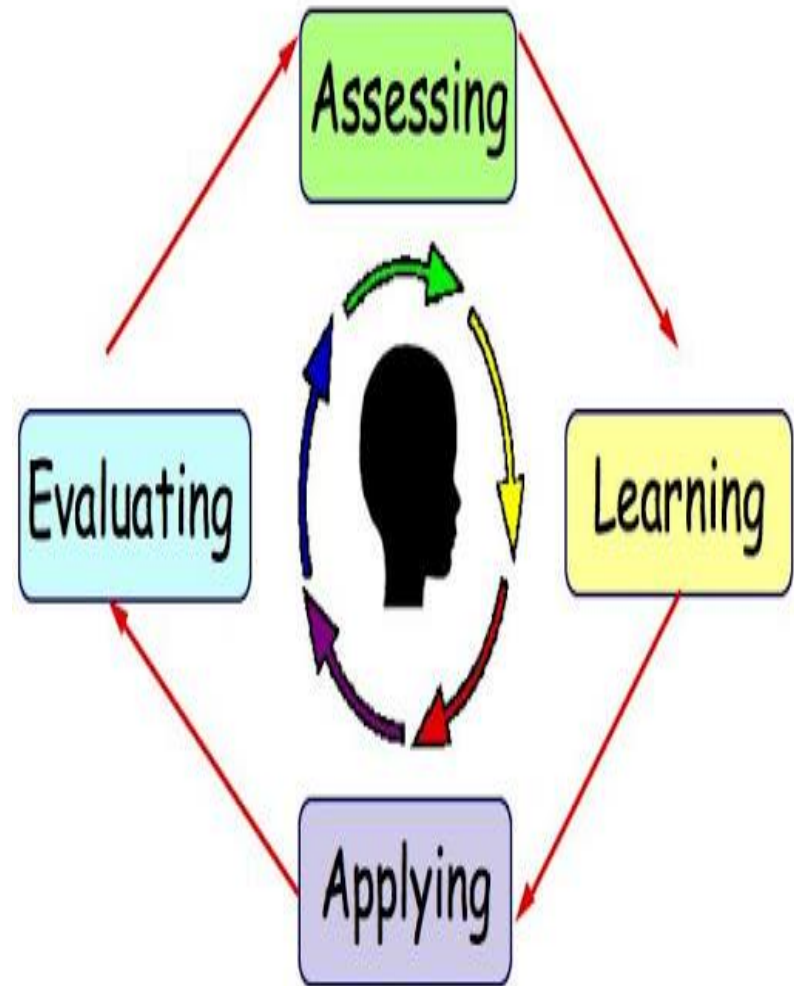
Minnesota Consulting Alliance



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

Mapping and Taking Stock

- What is the current status of human security and safety? Need for Security Sector Review and gap analysis.
- What are the existing policies and strategies related to national security?
 - How they have been formulated, were citizens involved?
 - Have they been successfully implemented?
 - Are there gaps?



National Values

- They represent the legal and philosophical and moral basis for continuation as a nation
- They provide the sense of national purpose for the nation.
- How are these values determined?
- They are usually reflected in the Constitution
- National Security Strategy Development is a way of revisiting these values



National Interests

- Any issue that has the potential to directly impact the pursuit of national goals. They are derived from national values.
- How to make concrete list of national interests? Are national interests determined by leaders or with citizens as well?
- How to prioritize and categorize these national interests?
- National Interests are context specific and do change overtime.



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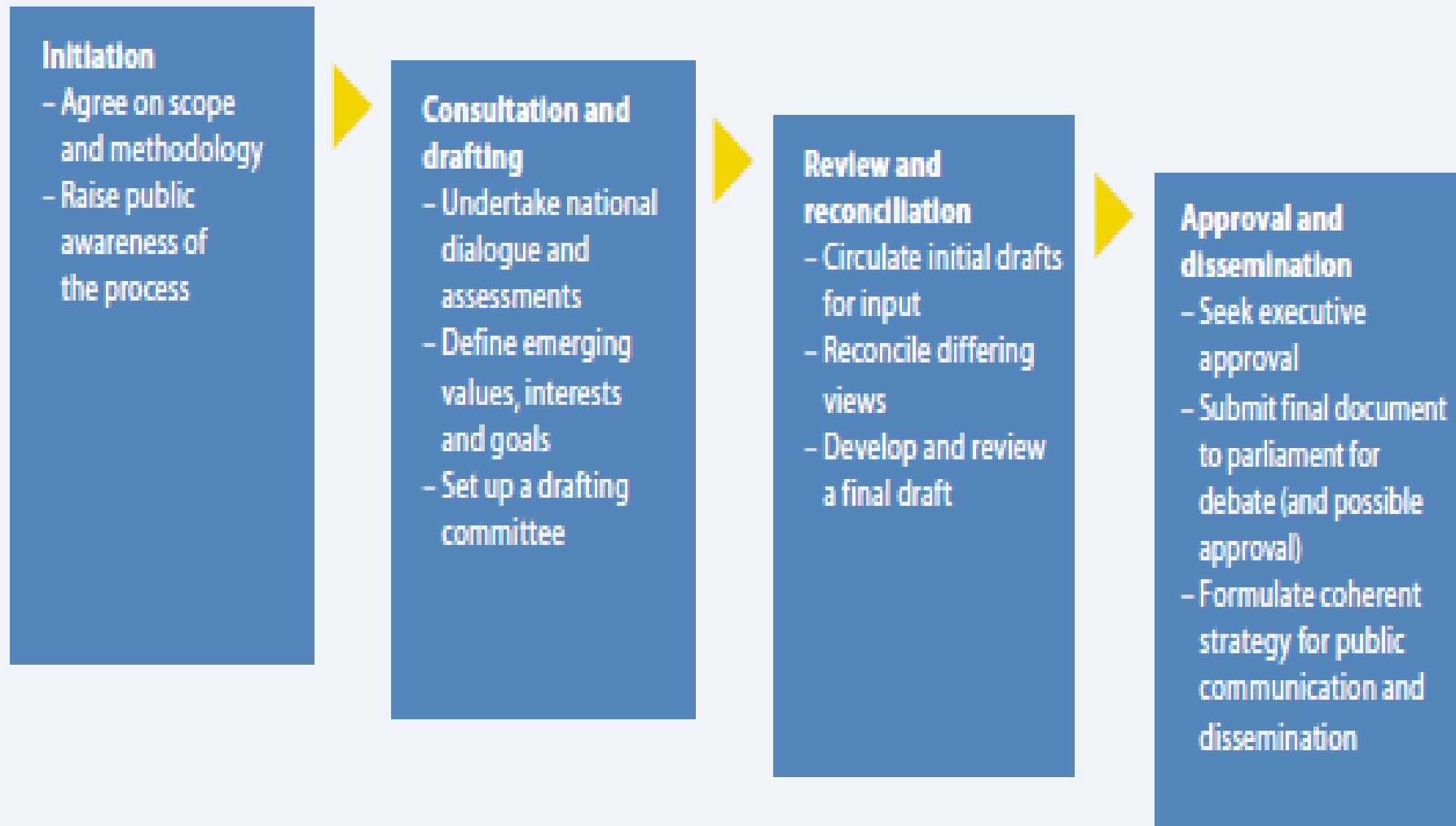
Rational, Purpose and Scope

- Why the national security strategy document was produced?
- Should the strategy be broad or narrow?
- Should the strategy address all security threats or only provide a general framework and guidance for sectoral strategies?

NATIONAL SECURITY

STRATEGY

Initiation, Consultation, Drafting, Approval and Dissemination



Source: DCAF, 2015. National Security Policies

Key Takeaways

1. **NSSD is not a panacea without national political leadership**
2. **NSSD is not cut and paste but it is a nationally owned process**
3. **Process is more important than the document**
4. **Buying-in of citizens and other stakeholders is essential**
5. **Idealism with realism is key in making it implementable**
6. **Making it a living document**