National Security Strategy Development Workshop
Gaborone, Botswana, 8th April 2019

Session 3: Lessons from Case Studies
Key Elements of National Security Strategy Process

Luka Kuol
Africa Center for Strategic Studies (ACSS)
National Defense University
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

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.

National Ownership and Political Leadership

The Components for Success

- Mission
- Principles
- Leadership
- Values

Vision

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 over time.
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?
Initiation, Consultation, Drafting, Approval and Dissemination

Initiation
- Agree on scope and methodology
- Raise public awareness of the process

Consultation and drafting
- Undertake national dialogue and assessments
- Define emerging values, interests and goals
- Set up a drafting committee

Review and reconciliation
- Circulate initial drafts for input
- Reconcile differing views
- Develop and review a final draft

Approval and dissemination
- Seek executive approval
- Submit final document to parliament for debate (and possible approval)
- Formulate coherent strategy for public communication and dissemination

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