



**AFRICA CENTER
FOR STRATEGIC STUDIES**

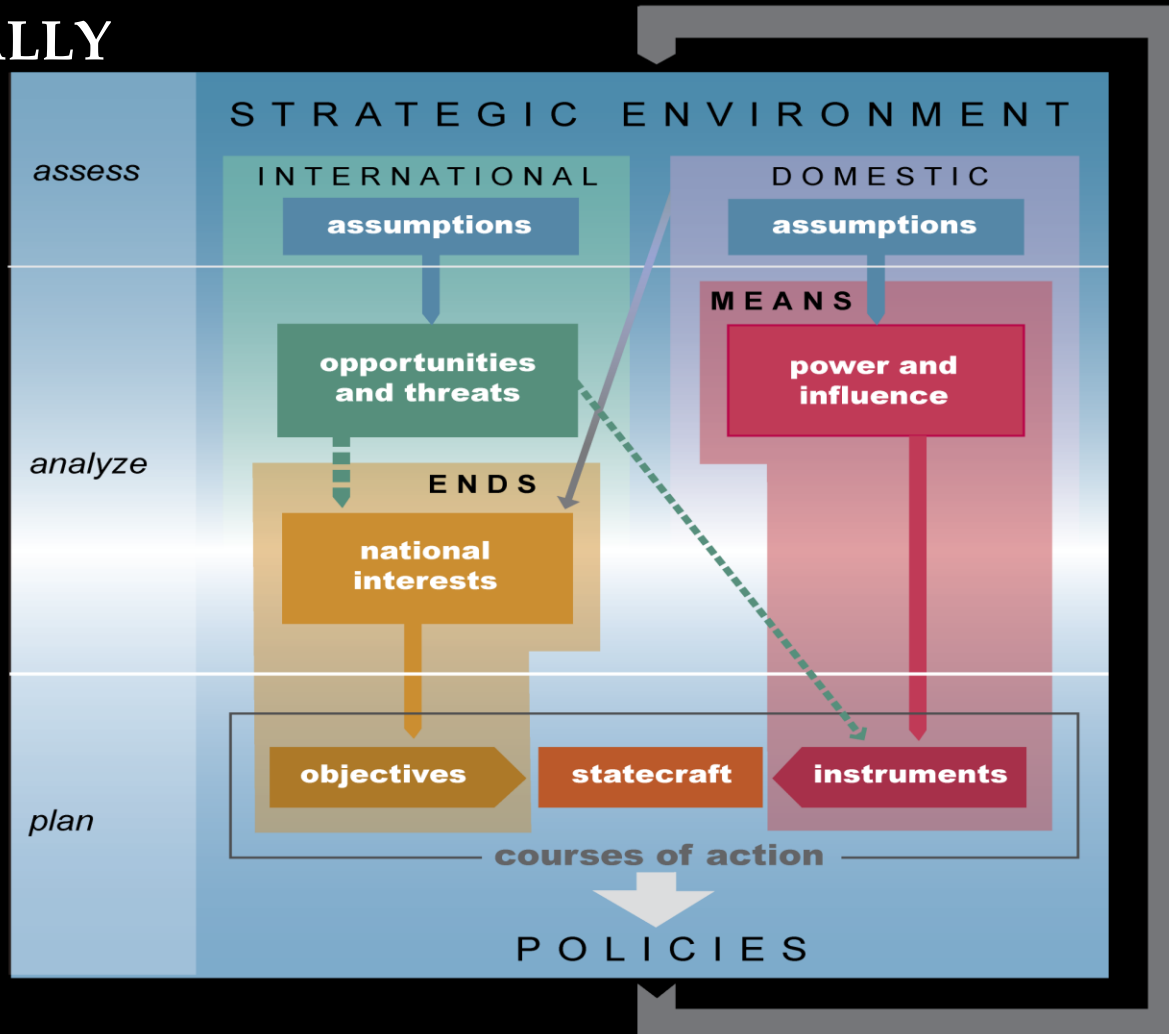
**Session 1:
The Evolution of the Concept of Security**

Col. Tim Mitchell

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

STRATEGIC LOGIC APPROACH VISUALLY



Source: Dr. Terry Deibel, National War College

Identifying and Developing Means

- Elements
- Instruments
- Institutions and Actors

Elements 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?

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>*

Caveats: Strategy is NOT

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





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