

National Security: Essence and Perspectives (2020)

III. National security policy

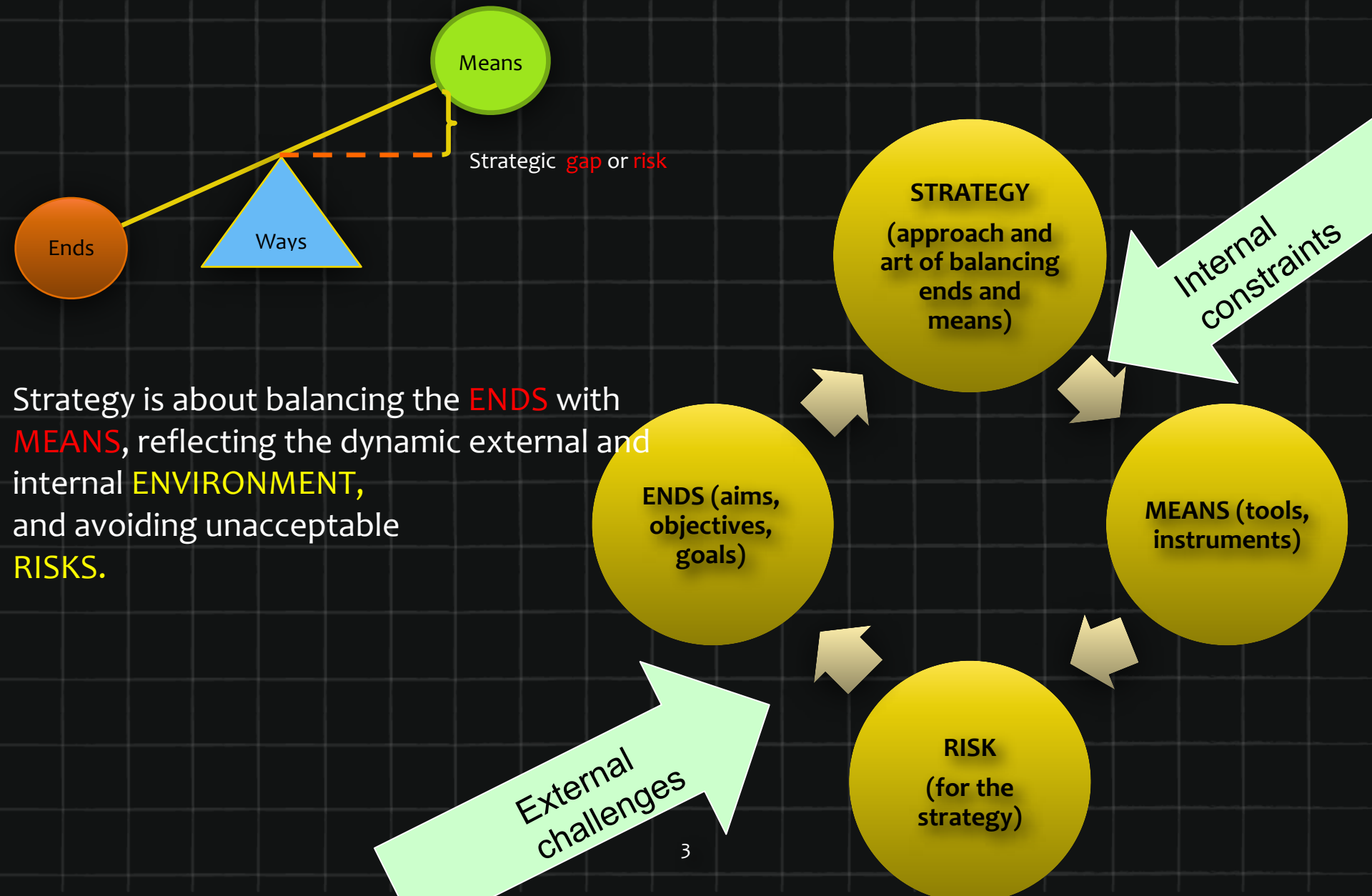
L11. Documenting the national security — National Security Strategy

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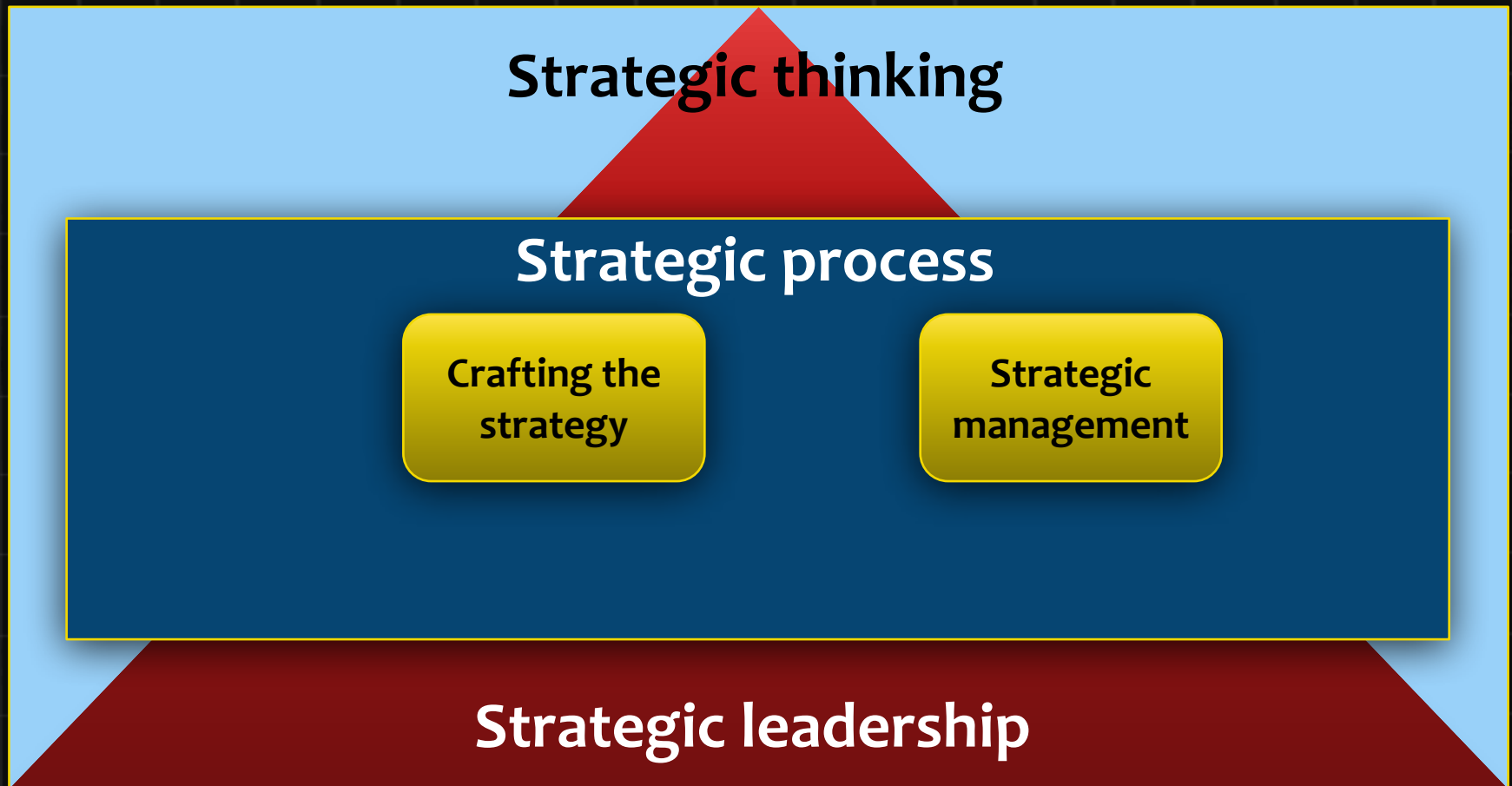
L11 topics:

1. Strategy defined
2. What is National Security Strategy?
3. Crafting national security strategy

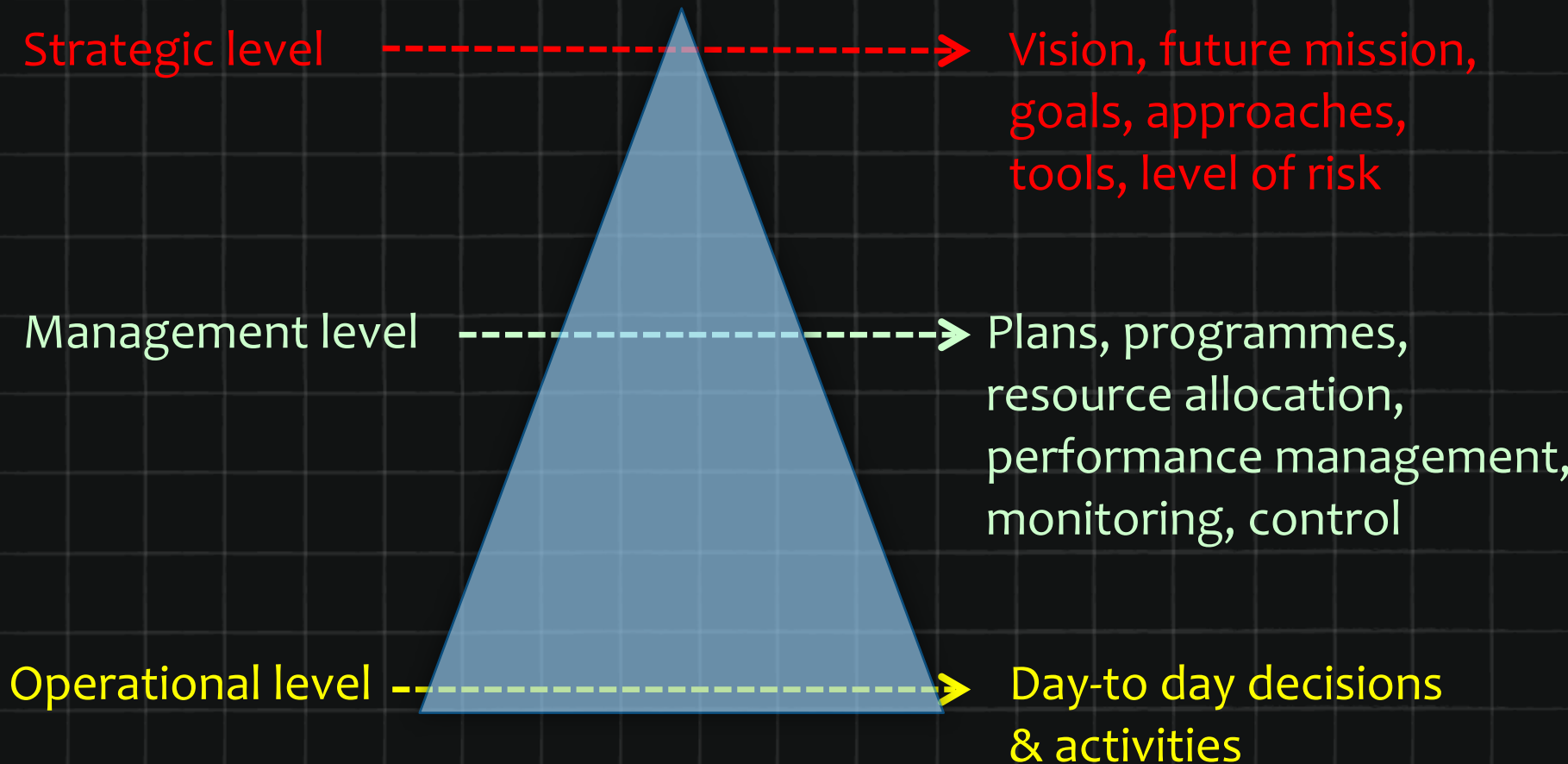
Arthur Lykke & Henry Bartlett's model



Strategy's *nested* concepts

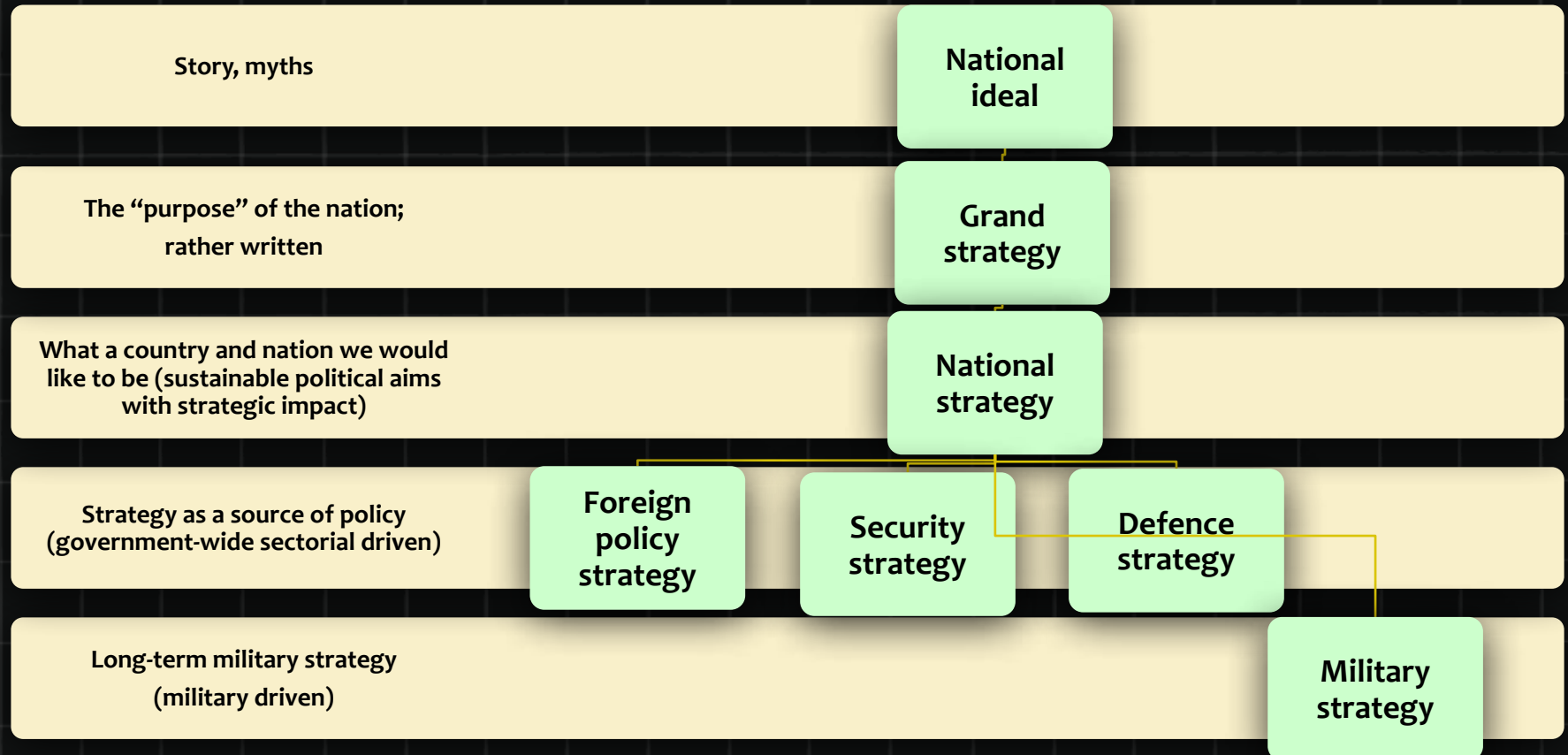


Strategy' internal hierarchy



The strategy has hierarchy

(at the example of National Security Strategy)



Why is strategy so important?

*"People should not be unfamiliar with strategy,
Those who understand it will survive,
Those who do not understand it will perish"*

Sun Tzu's the Art of War

-  Motivates to scan the environment and look for opportunities and threats.
-  Requires a critical assessment of the past and current status.
-  Provides a systematic approach to uncertainties and inspires intellectual efforts for building a long-term vision and approaches.
-  Helps to consolidate the key actors and stakeholders around a preferable vision, several specific goals, and a long-term approach to realise them.
-  Provides a systematic ground for strategic management and planning.
-  Contributes to building shared understanding across various management levels.
-  The strategy is a powerful communications instrument.
-  **The strategy is the only instrument to avoid long-term strategic mistakes.**

The National Security Strategy

- The National Security Strategy (NSS) is **a document** prepared periodically* by the **executive branch** of the government and *presented to the Parliament* for approval, which outlines the major **national security** concerns of the country and how the Government plans to deal with them.
- NSS is a **rational** set of ideas for **developing** and **employing instruments** of national power in a synchronised and integrated manner to achieve **national security objectives** at home, regionally and globally

Strategy formulation

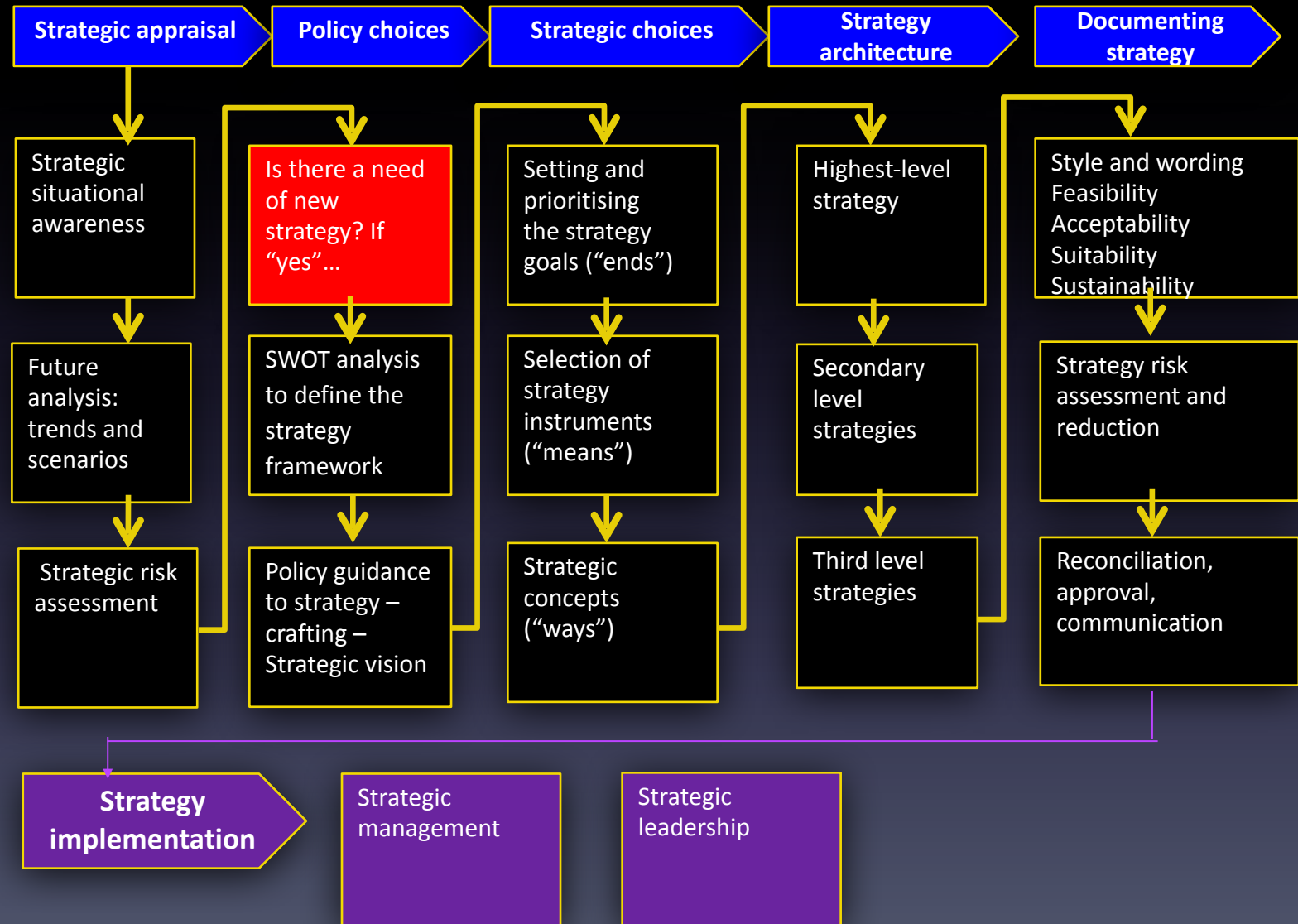
Good strategy doesn't occur in a vacuum. It must stem from a **quality process** that brings together the national security **actors** to establish **priorities** among **competitive strategic objectives** and to allocate **instruments** and scarce resources

12 principle questions:

1. How rapidly to conduct the process?
2. How to align the NSS formulation with the other high-level governmental strategies and with the key subordinated strategies (e.g. defence strategy,...)
3. Who does the work ? Small vs. large group; internals vs. outsiders?
4. Who runs (is responsible) the process? Seniors vs. experts; civilians vs. military?
5. What topics to cover? National security (security of the state) or Comprehensive security?
6. How to handle the relative importance of topics? Clear priorities or many aspirational goals; narrowly vs. broadly defined goals?
7. How far the horizon should be?
8. What role for resources in formulating strategy?
9. What analysis should be done and should the risk be handled?
10. Should be an outside review and validation before approval and publication? Of what sort?
11. How much dissemination? Who should know the document?
12. How often to conduct a review? On regular basis or as circumstances change?

Strategy formulation

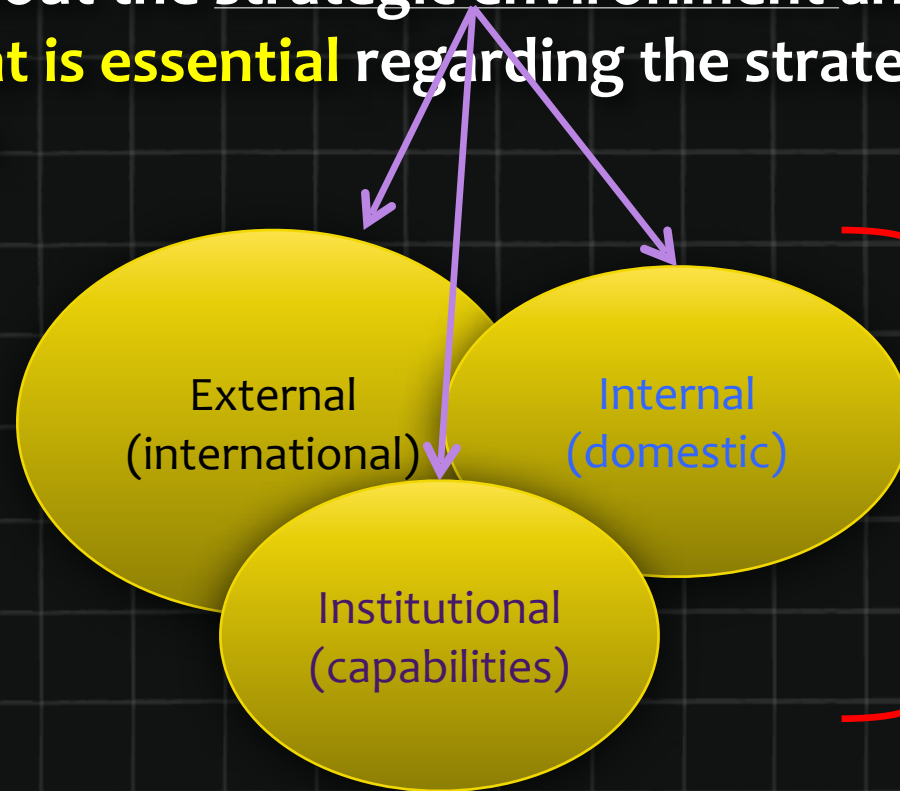
Purpose and values



Strategic appraisal

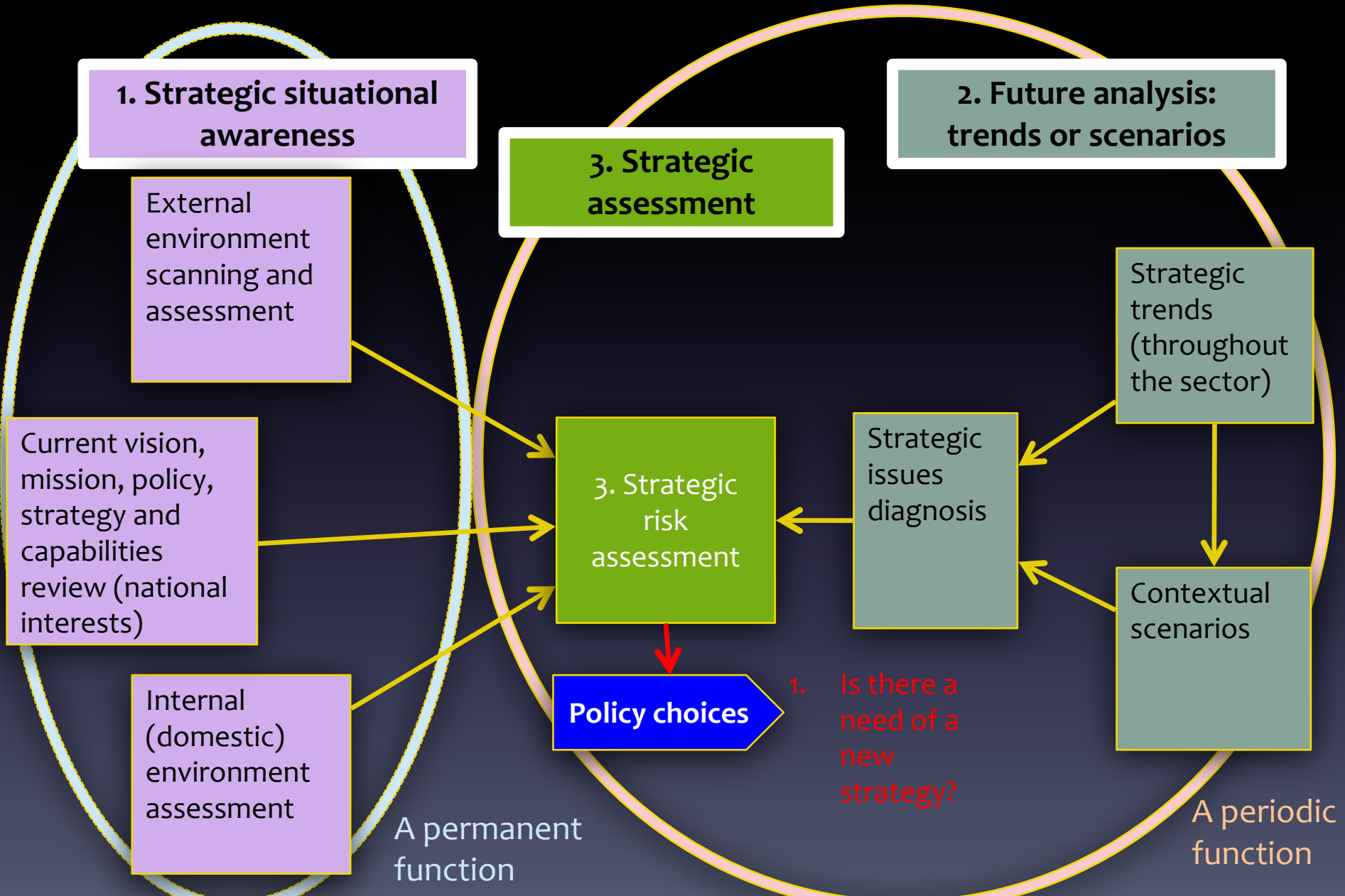


The purpose of strategic appraisal is to quantify and qualify what is **known**, believed to be **recognised** and **unknown** about the strategic environment and identify **what is essential** regarding the strategy formulation

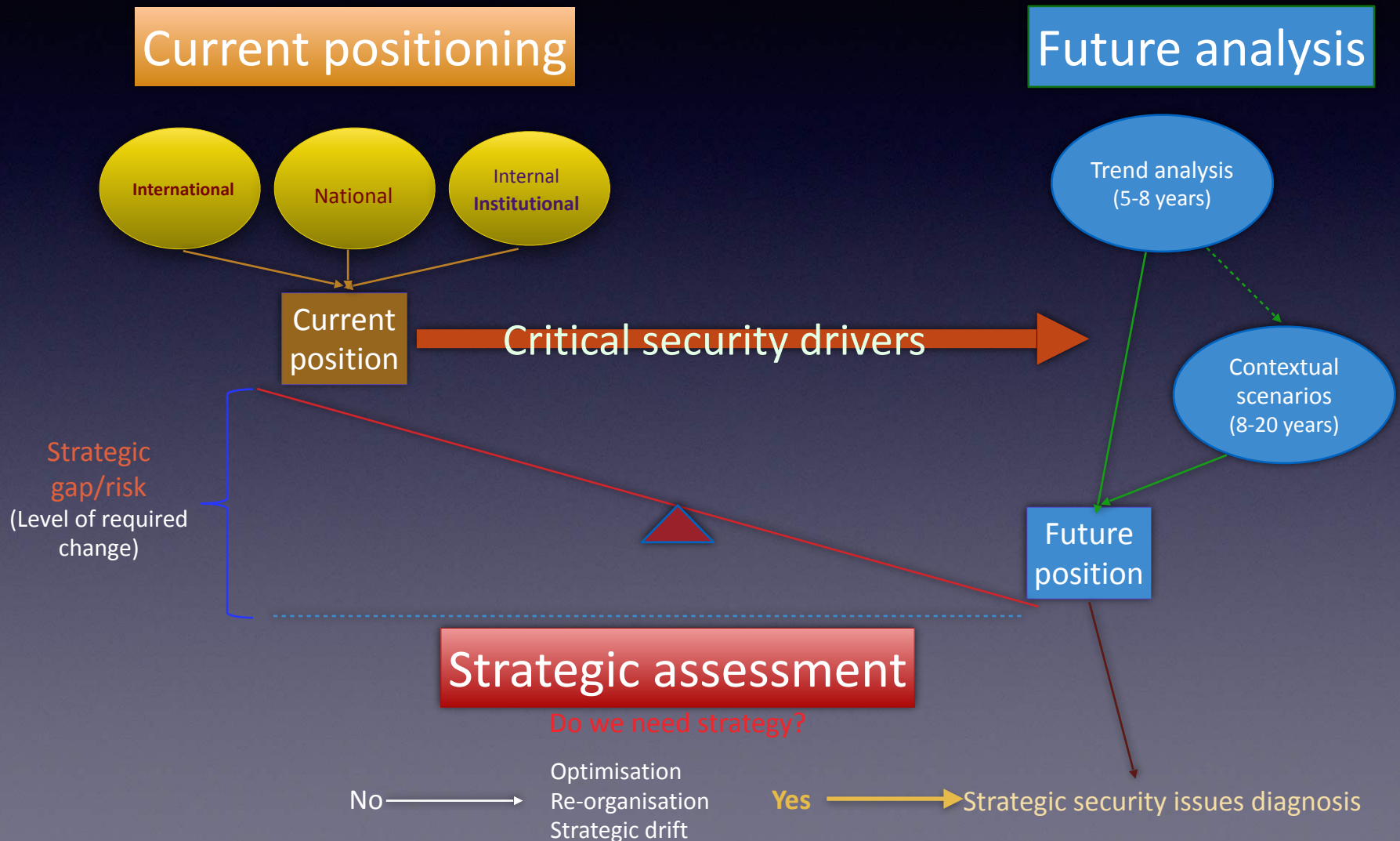


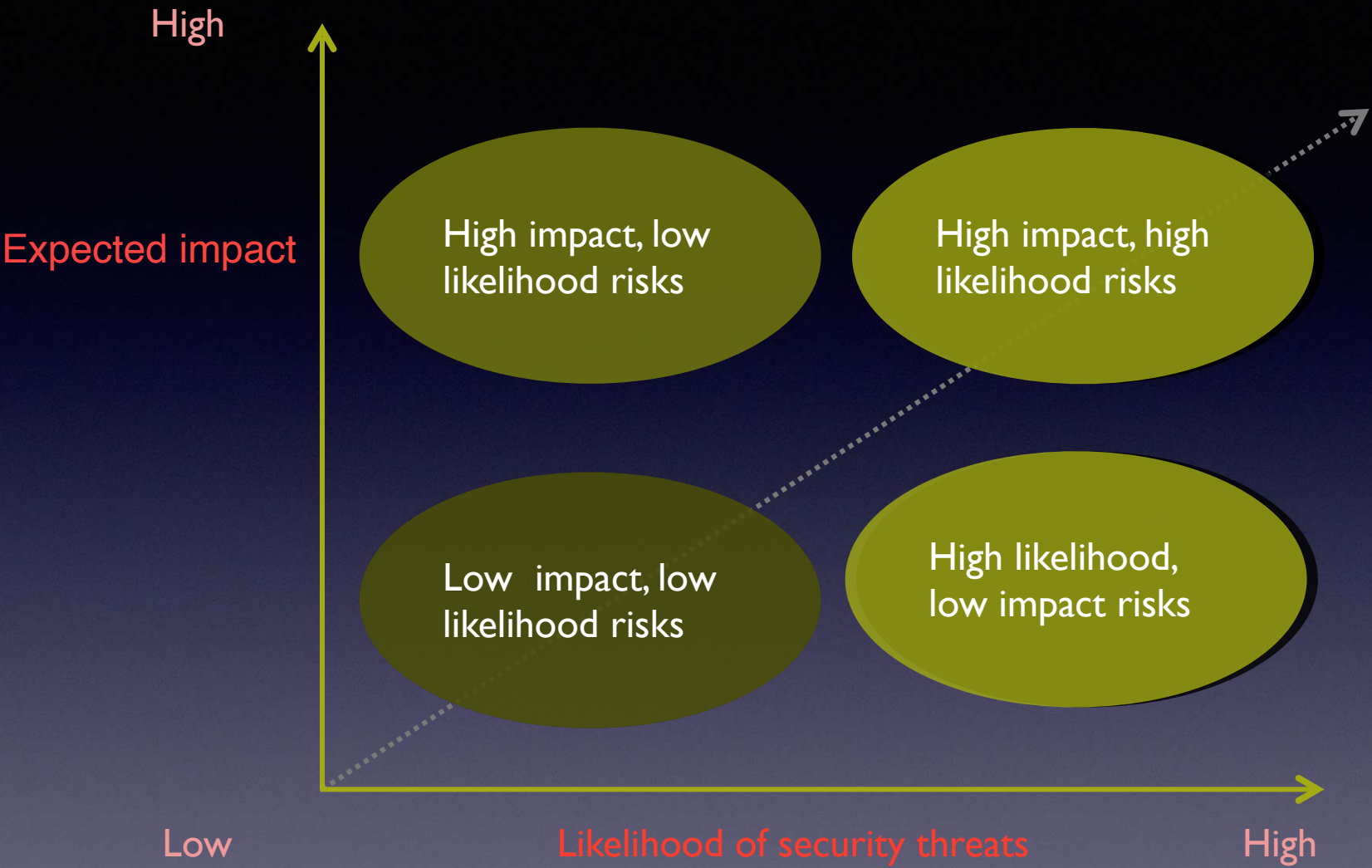
1. To know
2. To understand
3. To evaluate

Framework for strategic appraisal

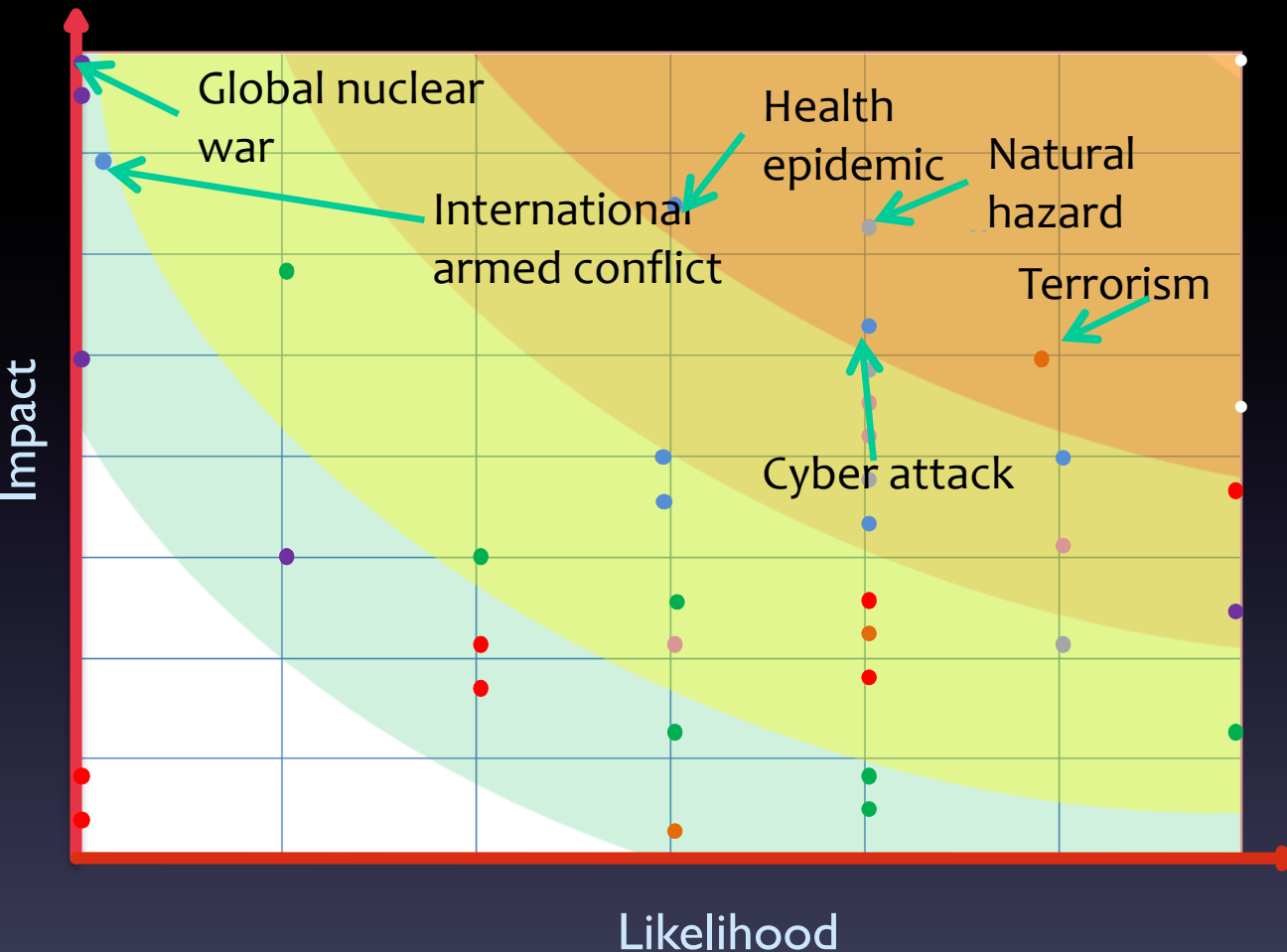


Framework for strategic assessment





National Security Risk Assessment (5-20 years)



The RA allow to make judgements about the **relative importance** of different types of risks, and the **capabilities required** to mitigate them

Higher priority does not automatically mean greater resources

- Some capabilities are inherently more costly than others
- Some are already well resourced, and others less so
- Existing capabilities are also a factor

But overall, the risks in the top priority band drive a prioritisation of capabilities

3.

Risk evaluation



Intolerable risk – threat definitely on the earliest possible stage of strategy implementation

Residual risk is tolerable only if risk reduction is not possible or extremely costly - **treat in on a later stage**

Tolerable risk - **monitor**

Policy guidance – Strategic vision

Exert from
UK National Security
Strategy
and Strategic Defence and
Security Review 2015

“Our vision

1.1 Our vision is for a **secure** and **prosperous** United Kingdom, with **global reach and influence**.

Everything we do in the UK and around the world is driven by our determination to protect our people and our values, and ensure that our country prospers.”

Strategic objectives (ends) examples

USA (2018)

- Protect the American people, the homeland, and the American way of life
- Promote American prosperity
- Preserve peace through strength
- Advance American influence

Strategic objectives (ends) examples (2)

The UK (2015)

- **Protect our people** – at home, in our Overseas Territories and abroad, and to protect our territory, economic security, infrastructure and way of life.
- **Project our global influence** – reducing the likelihood of threats materialising and affecting the UK, our interests, and those of our allies and partners
- **Promote our prosperity** – seizing opportunities, harnessing innovation to strengthen our national security, and working with industry to ensure we have the capabilities and equipment that we need.

Strategic objectives (ends) examples (3)

Bulgaria (2011)

- The advancement of principles of **good governance and of countering corruption**
- **A fair trial** within a **reasonable time**
- The encouragement of **lawful business** and the assurance of **national budget revenue**

Instruments of strategy (means, tools)

Actors and institutions pursue objectives by wielding **four primary instruments to project power** :

- **Diplomatic**: representation, negotiations, information, co-ordination, implementation and control of agreements.
- **Information**: understanding the strategic environment, inform partners and opponents, stratcom, propaganda, contra-information measures
- **Military**: use of AF, demonstration of force, coalition operations
- **Economic**: strategic raw materials; assistance (aid), trade (special privileges, sanctions, embargo), financial (lending, investments, reserves)

Fundamental strategic approaches



Shape the environment

Build own space, fight for a dominant position; lead the others; impose to them our own agenda



Advanced adaptation

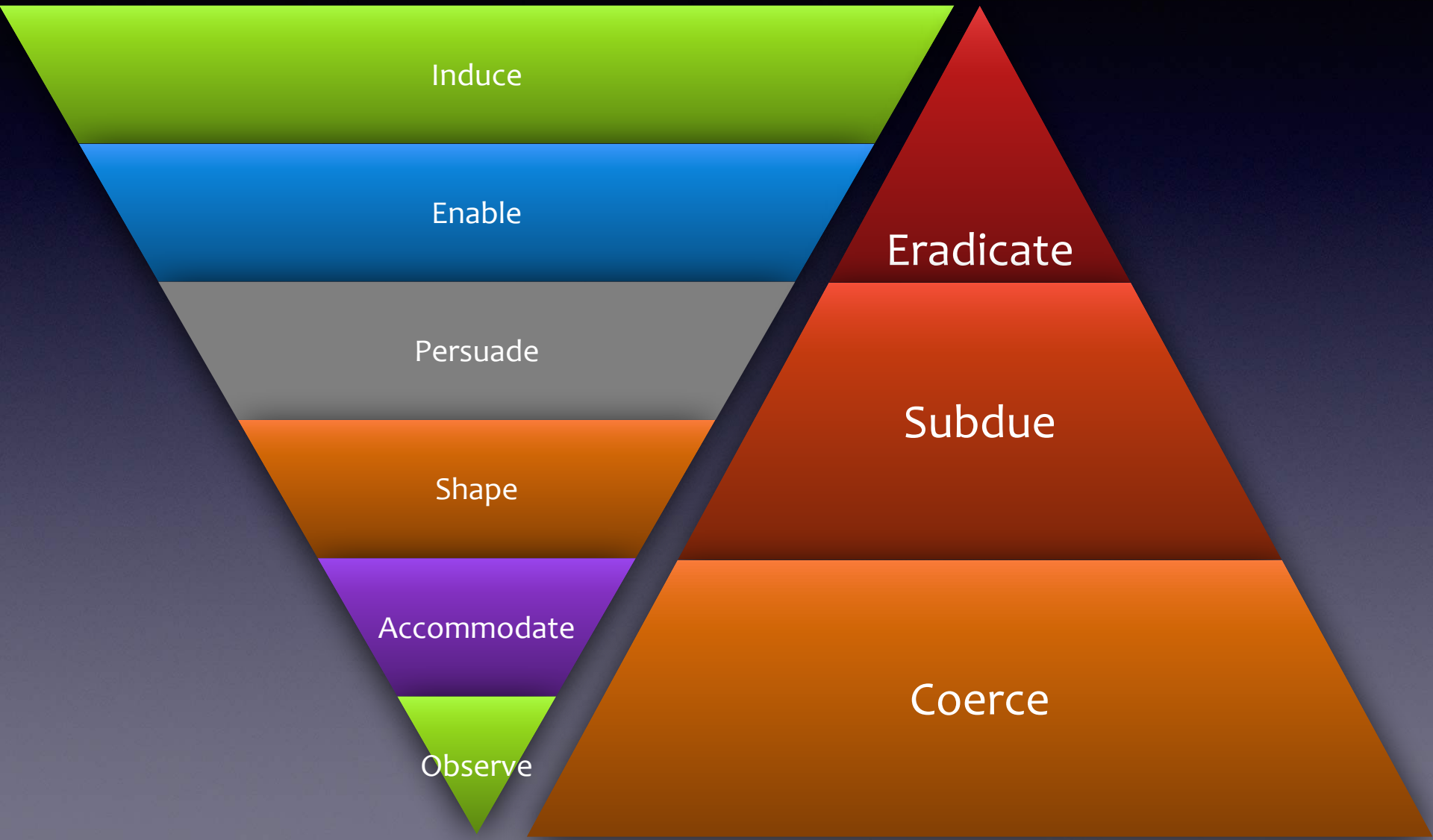
Advance through speed, flexibility, and innovation identifying and capturing opportunities across the entire environment



Save the options

Invest sufficiently to stay in the game, avoiding voluntarism and premature commitments

Detailed options



Strategy' hierarchy



Strategy style and language

- **Decisive outward style (USA):** “The United States will lead the international order as a nation first among equals to encourage stability, foster economic growth, promote democratic values, and protect global strategic interests.”
- **Strong inward style (UK):** “Our strategy reflects the country that we want to be: a prosperous, secure, modern and outward-looking nation, confident in its values and ideas ... We must be a nation that is able to bring together all the instruments of national power to build a secure and resilient UK and to help shape a stable world”
- **Explanatory style (BUL):** “The security policy seeks to give citizens a stronger feeling of security as it creates the conditions and preconditions required to guarantee the national interests, to minimise the impact of risks and threats and to optimise the allocation of resources.”

Strategy risk identification, assessment and reduction

Risks **for** the occupation of Iraq or Crimea and risks **from** successful occupation of Iraq or Crimea

The severity of a risk is determined by both the **likelihood of its occurrence** **and** the **magnitude of damage** that would ensue if the risk became manifest.

Strategy risk assessment

Red teaming

Risk to the strategy

Risk from the strategy

Strategy risk reduction measures

- Wrong assumptions
- Ineffective tools

Risk tolerance
("the red line" where the strategy must change as irrelevant)

- Generated threats
- Unexpected costs
- Undesired consequences

Strategy evaluation

Suitability

Feasibility

Whether the strategy will protect/advance the national interest(s) at stake and not work against other national-level strategies, policies, and goals.

Whether the strategy will actually achieve the political aim. Are sufficient means of the appropriate type available (or attainable) to achieve the political aim?

Desirability

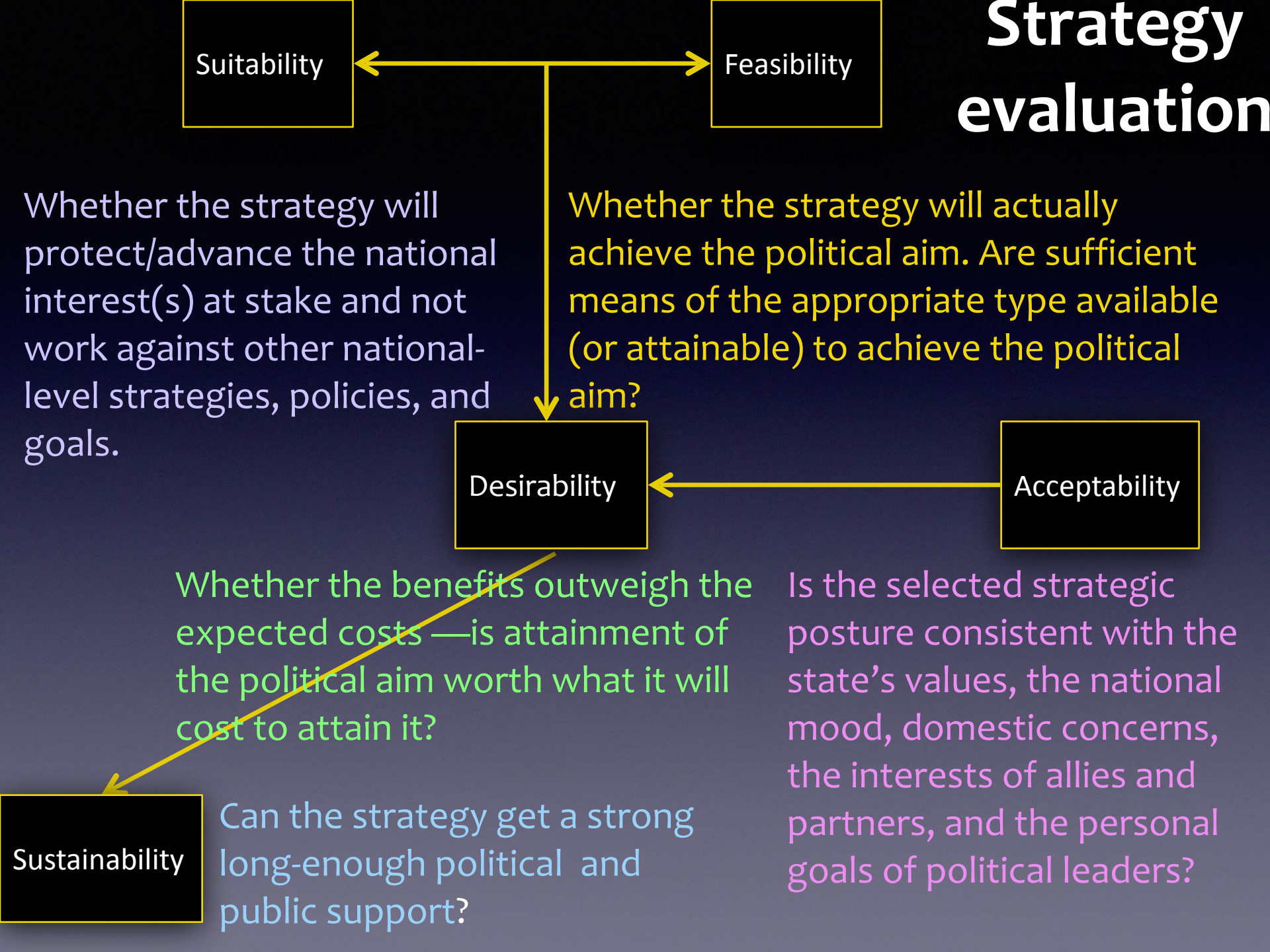
Acceptability

Whether the benefits outweigh the expected costs —is attainment of the political aim worth what it will cost to attain it?

Is the selected strategic posture consistent with the state's values, the national mood, domestic concerns, the interests of allies and partners, and the personal goals of political leaders?

Can the strategy get a strong long-enough political and public support?

Sustainability



Reconciliation, approval, communication

Reconciliation

To reflect all political and other stakeholders' concerns

To provide wider support for strategy approval

Approval (legalisation)

... by the Government, Parliament, the Head of State, minister(s) ...

Communication

Explaining the strategy (outcomes) to win support and address the opponents

Conclusion: Why is security strategy so difficult?

- Strategy is neither policy nor armed combat; rather it is the bridge between them... Neither experts in politics and policy nor experts in fighting need necessarily be experts in strategy.
- Security strategy is perilously complex by its very nature. Every element or dimension can impact all others.
- It is critical to recognise the will, skill, and means of an intelligent and malevolent enemy
- It is extraordinarily difficult, perhaps impossible, to train security strategists.