Principles of Strategy

Africa Center for Strategic Studies

National Counterterrorism Strategies in Africa

21 August 2017
Kampala, Uganda

Dr. Robert H. “Robin” Dorff
Dean, College of Humanities and Social Sciences, and
Professor of Political Science and International Affairs
Kennesaw State University
Overview

- Strategy: What is it?
- Principles of Strategy and Strategic Thinking
- Why is Strategy Important?
- National Security Strategy Development
- Security Strategy Applied: Terrorism and Violent Extremism
Strategy: What is it?

- Calculated relationship among:
  - Ends (Objectives)
  - Means (Resources)
  - Ways (Concepts)
- Dynamic
  - 2 or more players
  - Process not Outcome
  - Non-Linear
- Art or Science?
- [A] Framework for systematic analysis
Strategy and Strategic Thinking

RELATING ENDS, WAYS & MEANS

OBJECTIVES (ENDS)

CONCEPTS (WAYS)

RESOURCES (MEANS)
Strategy & Strategic Thinking: The Need for Balance

OBJECTIVES

CONCEPTS

RESOURCES

Risk
Strategy and Policy

- Policy → Strategy
- Policy: Broad goal-setting function
- Policy identifies ends, develops and allocates means, shapes ways
Why is Strategy Important?

Strategic Environment

Favorable
Desired
Forecast

Unfavorable

Strategy

Values & Purpose
National Security Strategy: Defined

The overarching strategy of a nation-state as it pursues its interests during peace and war through the application of the instruments of power derived from all the elements of power.
National Security Strategy

NATIONAL INTERESTS

NATIONAL SECURITY STRATEGY

DIPLOMATIC STRATEGY
INFORMATION STRATEGY
MILITARY STRATEGY
ECONOMIC STRATEGY

DIPLOMATIC POWER
INFORMATION POWER
MILITARY POWER
ECONOMIC POWER

DIME
Building Blocks for National Security Strategy Development

- National Values
- National Interests
- Strategic Appraisal
- National Policy
- National Strategy
- Supporting Strategies (DIME)
- Risk Assessment
Security Strategy, Terrorism (T), and Violent Extremism (VE): Key Questions

• What do T and VE threaten?
• T and VE are tactics: Who uses them?
• What ends are they pursuing?
• What ends for CT and P/CVE strategies?
Security Strategy, Terrorism (T), and Violent Extremism (VE):
Key Challenges

• Correctly identifying the problem and getting ends right: Adversaries and your own
• Embedding CT and CVE strategies within broader national security strategy
• Increasing means and enhancing ways through national, (sub)regional, international collaboration and cooperation
• Balancing individual interests/rights against state rights/authority
• High emotional and public engagement
• Requires complex multi-means, multi-ways strategies
Principles of Strategy

Africa Center for Strategic Studies

National Counterterrorism Strategies in Africa

21 August 2017

Kampala, Uganda

Dr. Robert H. “Robin” Dorff
Dean, College of Humanities and Social Sciences, and Professor of Political Science and International Affairs
Kennesaw State University