

Principles of Strategy

Africa Center for Strategic Studies

National Counterterrorism Strategies in Africa

21 August 2017

Kampala, Uganda

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Overview

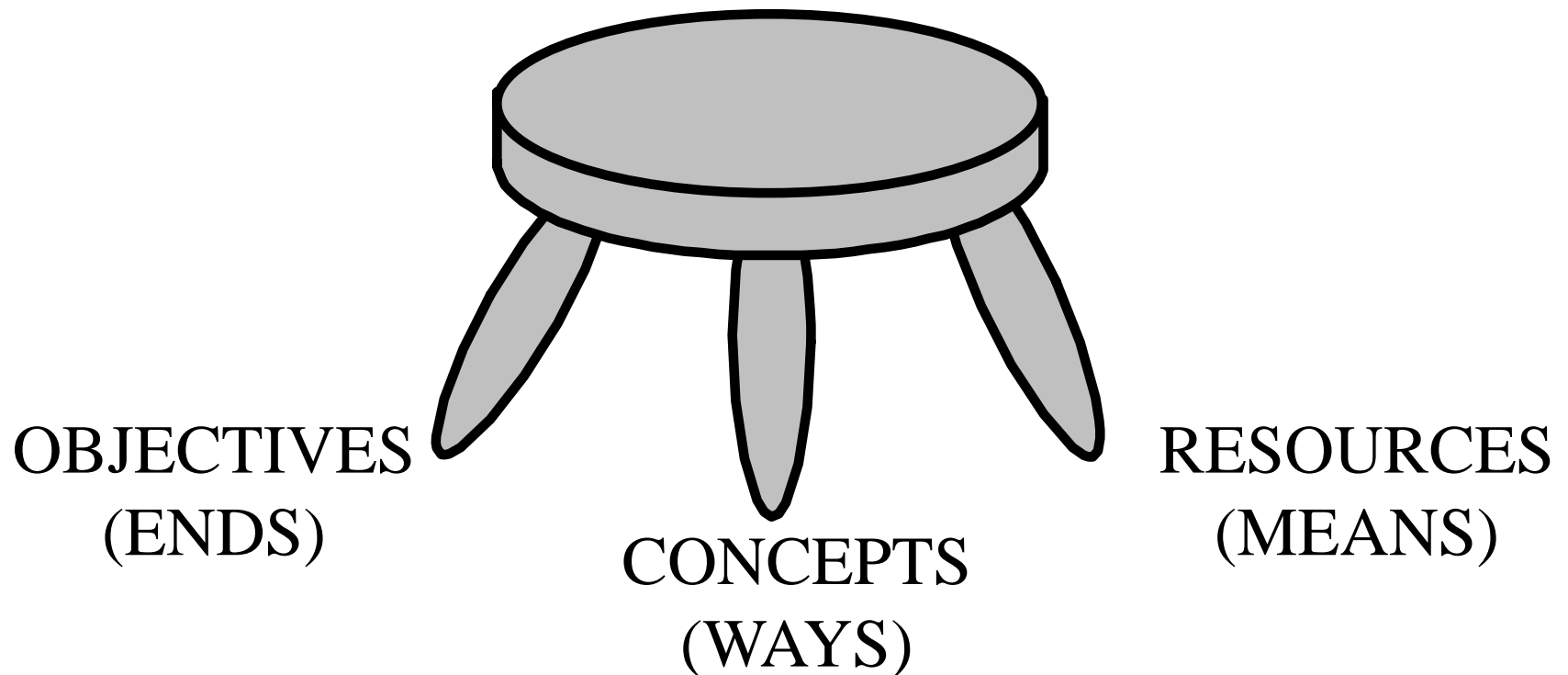
- Strategy: What is it?
- Principles of Strategy and Strategic Thinking
- Why is Strategy Important?
- National Security Strategy Development
- Security Strategy Applied: Terrorism and Violent Extremism

Strategy: What is it?

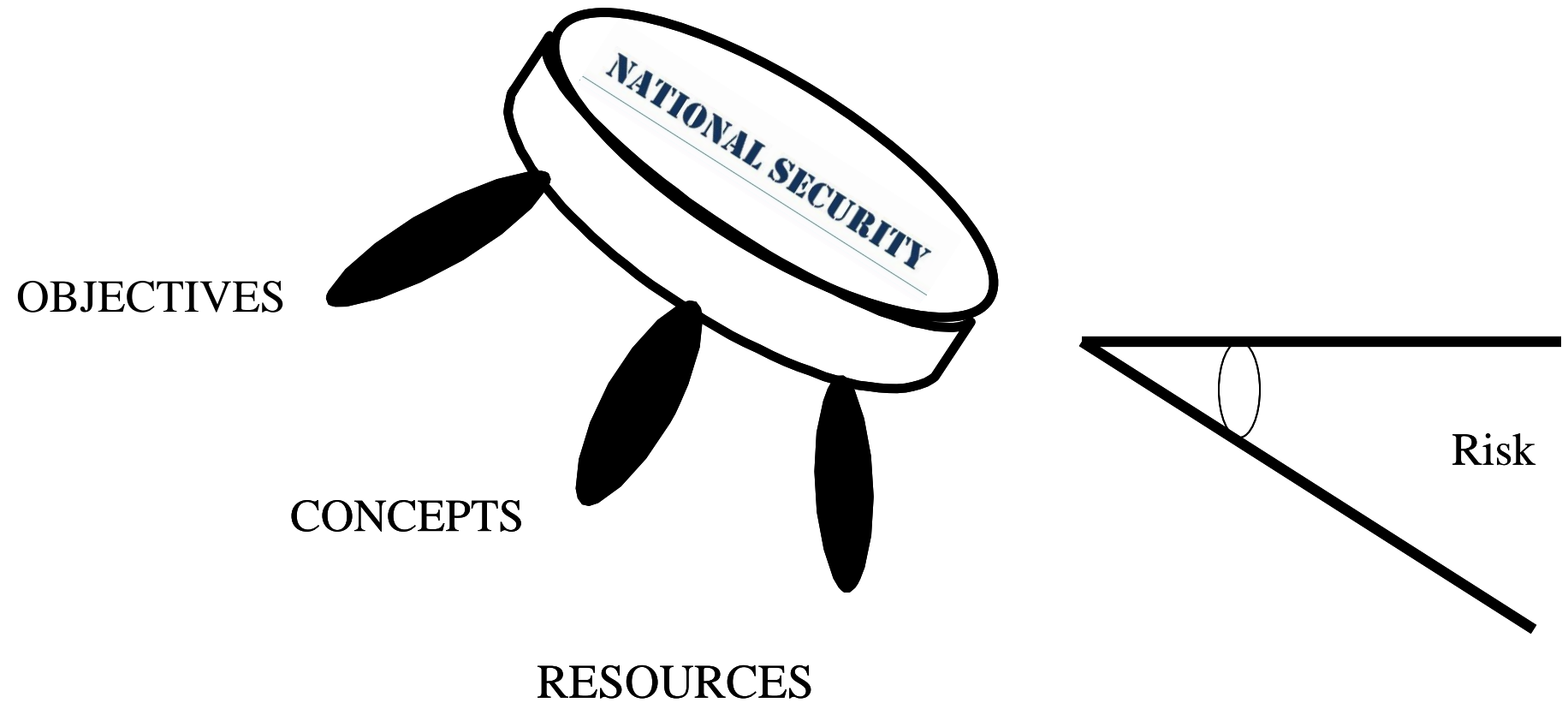
- Calculated relationship among:
 - Ends (Objectives)
 - Means (Resources)
 - Ways (Concepts)
- Dynamic
 - 2 or more players
 - Process not Outcome
 - Non-Linear
- Art or Science?
- [A] Framework for systematic analysis

Strategy and Strategic Thinking


RELATING ENDS, WAYS & MEANS



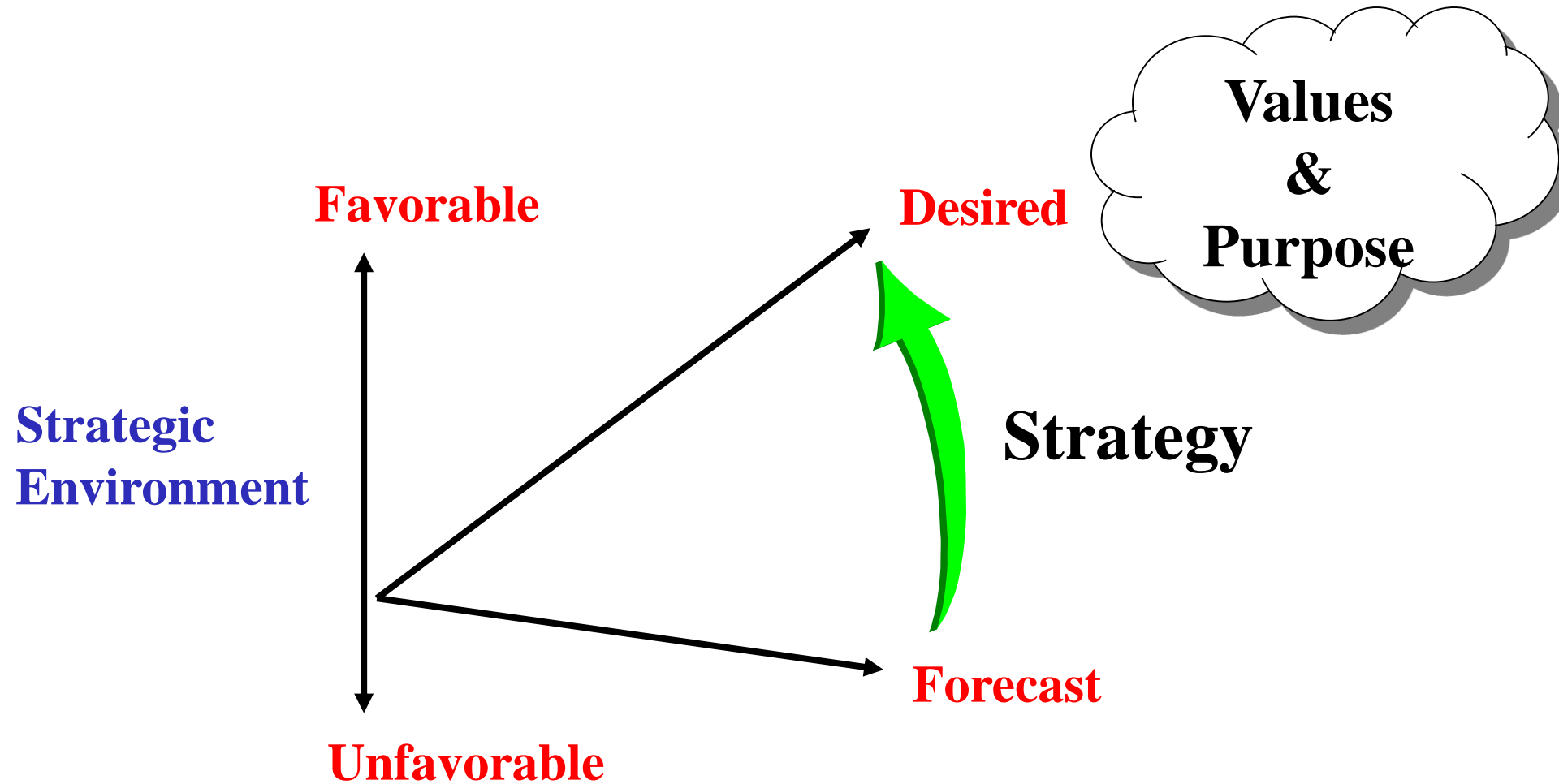
Strategy & Strategic Thinking: The Need for Balance



Strategy and Policy

- Policy  Strategy
- Policy: Broad goal-setting function
- Policy identifies ends, develops and allocates means, shapes ways

Why is Strategy Important?

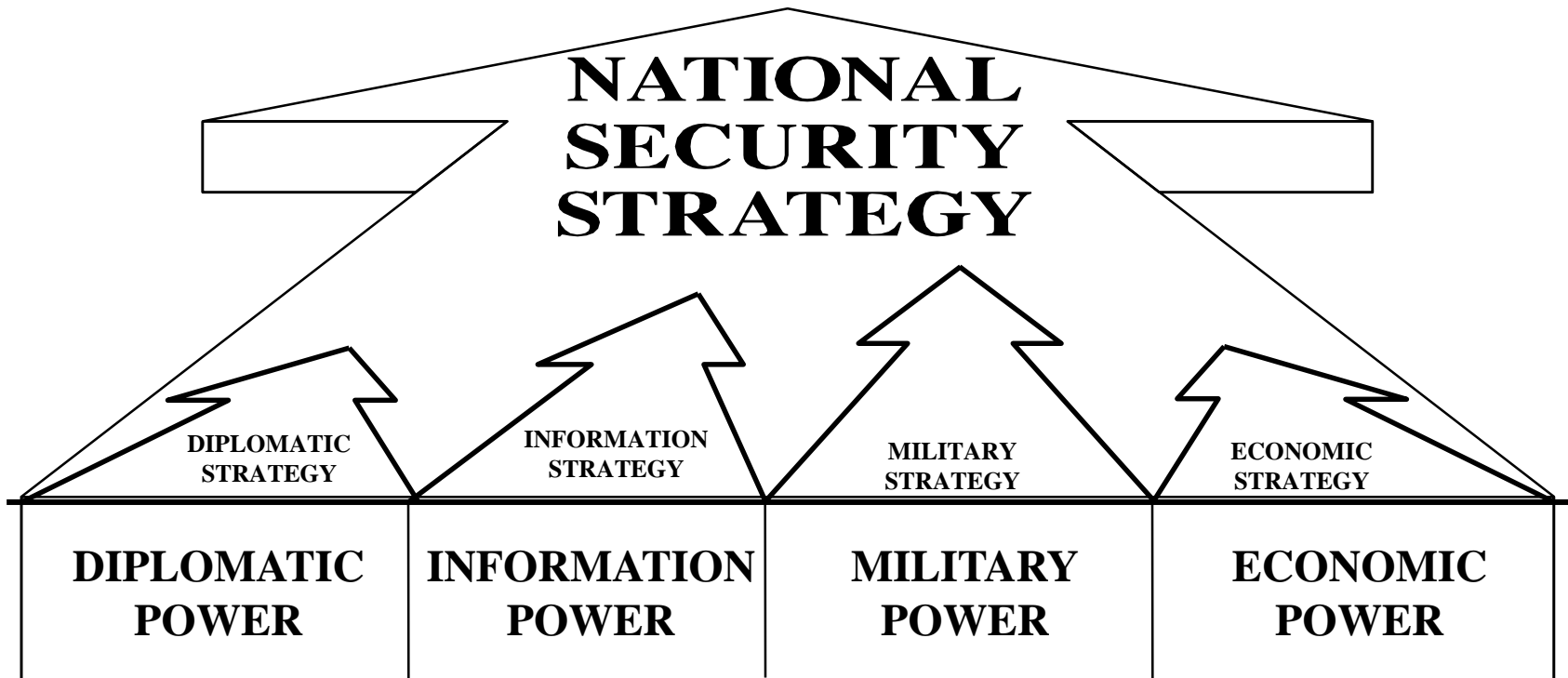


National Security Strategy: Defined

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.

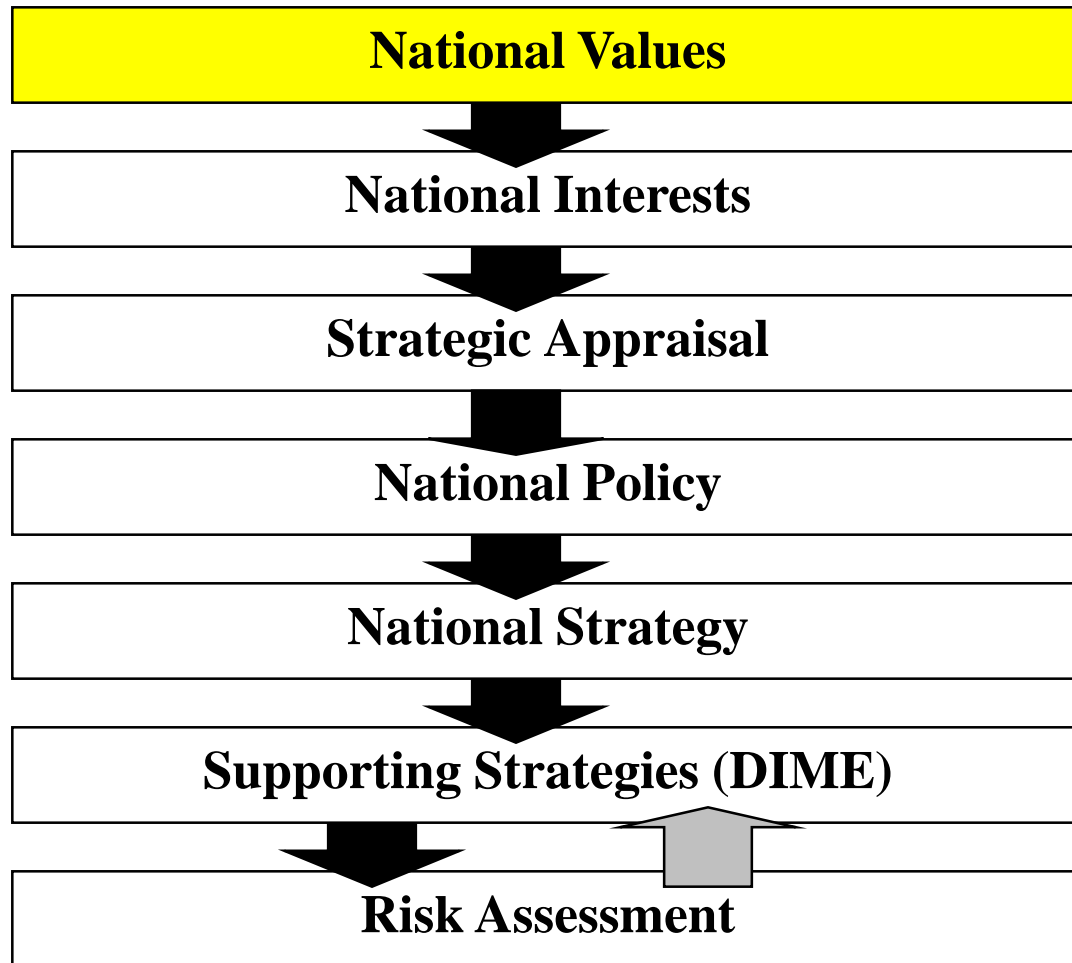
National Security Strategy

NATIONAL INTERESTS



DIME

Building Blocks for National Security Strategy Development



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

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