

C06099025

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Directorate of Strategic Operational Planning

NATIONAL COUNTERTERRORISM CENTER



Strategists craft imaginative ways of achieving their ultimate goal within the confines of limited resources and other constraints.

DSOP's Approach to Strategy

A good strategy directs priority to those lines of effort deemed most critical to producing desired end-states and builds upon ongoing efforts, processes and institutions. Our strategies must be focused, specific, dynamic and relevant in translating policy into action.

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DSOP's Role in NCTC?

- NCTC is the primary organization in the U.S. Government for integrating and analyzing all information pertaining to terrorism possessed or acquired by the U.S. Government (except purely domestic terrorism). (b)(3)

(b)(3)



NCTC Mission: Lead our nation's effort to combat terrorism at home and abroad by analyzing the threat, sharing that information with our partners, and integrating all instruments of national power to ensure unity of effort

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DSOP's Charter?

Intelligence Reform and Terrorist Prevention Act of 2004

- Conduct "strategic operational planning" for CT activities, integrating all instruments of national power
- Provide CT strategic plans for USG civilian and military efforts and for the effective integration of CT intel and ops across agency boundaries, both inside and outside the US
- Ensure all CT strategies include the mission, objectives to be achieved, tasks to be performed, interagency coordination of operational activities, and assignment of roles and responsibilities
- Take primary responsibility within the US for conducting net assessments of terrorist threats
- Monitor the implementation of strategic plans to include obtaining information from each element of the intelligence community, and from each department, agency, and element of the USG relevant to monitoring the progress of such entity in implementing such plans

DSOP is comprised of policy-focused strategists, as opposed to intelligence analysts, that support the President through the National Security Council Staff. DSOP is able to leverage the intelligence community and interagency to coordinate and collaborate on whole-of-government counterterrorism strategies, action plans, and assessments.

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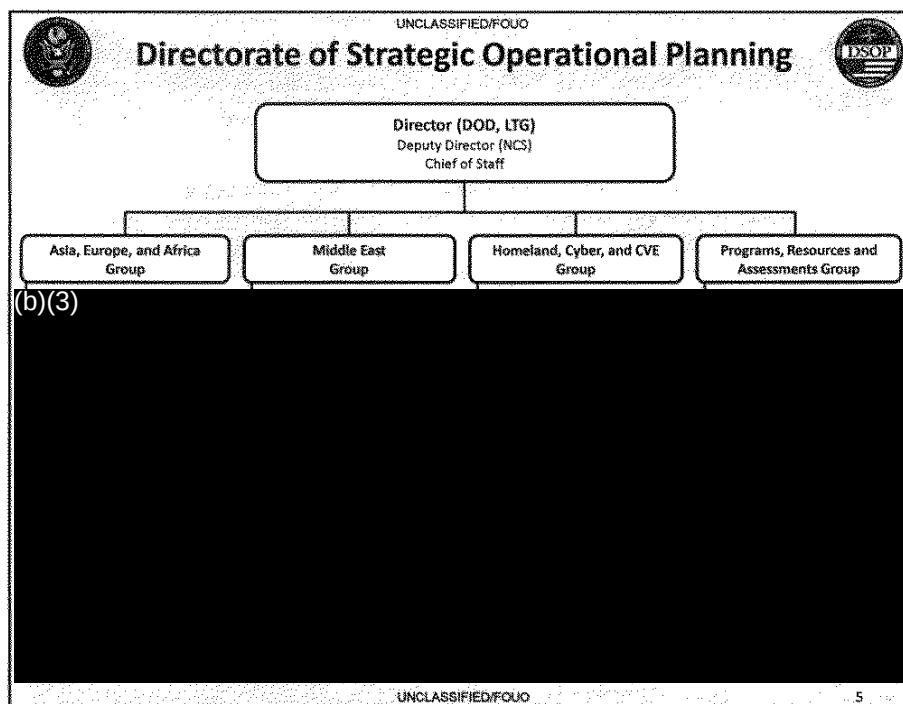
What Exactly is DSOP?

- DSOP provides an integral link between White House counterterrorism policy and the U.S. Government Departments and Agencies responsible for implementing that policy. In filling this role, DSOP:
 - Develops strategies, action plans, and assessments that integrate and evaluate all the capabilities of the U.S. Government's counterterrorism efforts
 - Assesses counterterrorism resource allocation
- DSOP serves (b)(5) [REDACTED] to ensure a whole-of-government approach to counterterrorism policy, strategy, and planning. In this capacity, the Director of NCTC reports directly to the President through the NSC.

DSOP was created by Executive Order (EO) 13354 and codified by the 2004 Intelligence Reform and Terrorism Prevention Act (IRTPA), which is where DSOP derives its mission and authorities.

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What is Strategy?

- A prudent set of ideas for aligning interagency activities across time and space to achieve national and/or multinational objectives
 - Strategy translates presidential, or political intent into whole-of-government activities
- At a minimum, a good strategy:
 - should account for strategic RISK (Less than expected returns due to under-resourced or unrealistic end-states)
 - should incorporate a mechanism to counter the efforts of our opponents (stated and non-stated) to prevent you from reaching our desired end-state
 - should include a feedback mechanism that accommodates adjustments, assessments and/or re-appraisals
 - must address Ends, Ways, and Means

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Ends = Ways + Means

- **Ends:** "What" do we want to accomplish? (Goals, Objectives, Outcomes or End-states)
 - Clearly defined, decisive and obtainable (may be slightly aspirational) goals that explain what is to be accomplished often within a given timeframe
 - Should incorporate the continuum of effects (Deny, Degrade, Dismantle, and Defeat)
- **Ways:** Answers the question "How" (Action Plans or Lines of Effort)
 - Activities or events that explain how the ends are to be accomplished by the employment of resources. Actions must be explicit enough to provide planning guidance for implementation
 - Lines of Effort should be prioritized to produce desired End-states
- **Means:** "Resources" and so much more
 - Capabilities that can be applied to specific actions to accomplish the objectives. Means can be tangible (forces, people, equipment, money, facilities) or intangible (political will, public opinion, implementation governance, whole-of-government planning, timing)
 - An insufficiently resourced Strategy is often doomed
- **Strategic Risk:** Occurs when Ends ≠ Ways + Means

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Continuum of Effects

- **Disrupt:** Upsetting a terrorist group's organization or operational timetable without fundamentally challenging its ability to conduct future operations
- **Degrade:** The suppression of a terrorist group's ability to conduct large-scale external operations, as well as the loss of the group's freedom of movement
- **Dismantle:** Fracturing a terrorist group to a point at which it can no longer function as a cohesive organization
- **Defeat:** The elimination of a terrorist group from within its safehaven and preventing terrorist groups from reestablishing a safehaven and regenerating over time

Using the Continuum of Effects allows a strategist to realistically allot a timeframe to a Counterterrorism Strategy

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Strategic Dilemma

(b)(5)

- Unfortunately, more often than not, our counterterrorism decisions usually involve choosing between two equally bad alternatives
 - National Security vs Individual Rights; Law enforcement vs Combatting Terrorism; Due Process vs Drone Strikes; Human Rights Abuses or Corruption vs Necessary Partners; Threat Disruption vs Addressing Root Causes
- Any CT strategy must take into account our relationship with our traditional friends, our adversaries, and potential adversaries and in some cases some very undesirable partners

No single concise "Grand Strategy" that will keep America safe

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Questions?

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