

Non-Military Capabilities: *Decisive and Deficient*

Presentation by Dr. Steven Metz
at the 2005 Strategy Conference of the
U.S. Army War College Strategic Studies Institute



Agenda

- Capabilities needed to confront irregular challenges
 - *Non-military or not exclusively military*
- Some programs underway
- Obstacles to success
- Conclusion--alternative approaches



Foundation Capabilities

- Ability to identify threats and challenges
 - *Individuals, organizations, and phenomena*
- Ability to preempt and deter most of these
 - *Helping partners build their capability*
- Ability to resolve those not preempted or deterred
- Ability to help failed or conflictive states (or cultures and regions) reconstitute their public order and security system
 - *Security system is not just military, but law enforcement, intelligence and counterintelligence, etc.*
- Ability to help partners ameliorate the root causes of conflict
- Ability to maximize effectiveness and efficient in the use of U.S. resources



Specific Capabilities

- Effective, interagency, often multinational, all-source (to include open source) strategic, operational, and tactical intelligence focused on the spectrum of irregular challenges (to include the linkage to global organized crime)
- A methodology for identifying emerging threats and avenues for resolution in existing conflicts
- Effective interagency and multinational counterintelligence
- Revised legal frameworks
- Enhanced cross cultural and social psychological understanding
- Interagency processes for capability enhancement, concept development, planning, training, education, and leader development
- Effective methods for assisting partners with economic and political stabilization and development
- Interagency processes for rapidly and effectively reconstituting the full spectrum of security and public order in a failed or conflictive state or region
- Global communications and information campaigns, both associated with specific conflicts and in pursuit of broader strategic objectives
- Processes for the development and adjustment of an effective strategy



Capability Enhancement Programs

- Office of the Coordinator for Reconstruction and Stabilization (Department of State)
- CIVPOL Program (Department of State)
- Counterinsurgency study (U.S. Agency for International Development)
- Long range studies of the global security environment (National Intelligence Council)
- Reorganization within the intelligence community
- Various programs within the military
 - *Peacekeeping and Stabilization Operations Institute (U.S. Army War College)*
 - *CSA Task Force on Irregular Challenges*



Obstacles to Success

- Resource shortfalls
- Organizational structures and cultures
 - *We remain organized for state-centric, 20th century challenges*
 - *No organizational culture is focused on preventing, deterring and defeating irregular challenges*
- American strategic culture
 - *Impatience*
 - *Low tolerance for political, legal, and ethical ambiguity*
 - *Tendency to “mirror image” rather than operate within the constructs of other cultures*
- Will



Conclusion--Alternatives

- Reform

- *Augment capabilities of existing organizations*
- *Undertake increased interagency training, education, concept development, exercises, and planning*

- Revolution

- *Create an organization specifically to integrate all elements of national power in confronting irregular challenges*
- *A permanent and greatly expanded CPA*
- *A corps of professionals*

