Interagency Capabilities and Core Missions

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Gates: Soft Power

- Civilian instruments of nat'l power
- Institutionalize abilities of IA
- Dipl, stratcomm, for. ass., econ reconstr.
- DoD $500B, State $36B
- 6,600 FSOs < aircraft car. strike group
- Blasphemy for SecDef? Increase IA $$
- Peace dividend a mistake
- Vietnam: integrated mil & reconstr effort

DoD and State

- DoD resources, authorities, missions up
- IA, State, AID down (USIA, S/CRS)
- DoD budget doubled last decade, State stagnant
- DoD auth passes yearly, not State
- Lugar-Biden languishing
- GN I empowered Cocoms at exp of Ambs
- 1207 flexible transfer authority lapsed

DoD and AID

- AID from 12,000 in 1970 to 2,000 today
- DoD share of ODA 6 to 22% since 2002
- Iraq $18.6 billion
- CERP, OHDACA, PRTs
- MCC drain

Behind the Imbalance

- Not DoD power grab
- Military unhappy, wants partners
- IA failure to transform like DoD
- QDR, Directive 3K
- Some IA movement: S/CRS, OMA
- Rest of IA not at war, no WH push

What Kind of Expertise?

- Gates: need cadre of deployable IA experts
- But before who, C2, to do what?
- Hierarchy:
  - Stabilization policy
  - Agency capabilities, resources
  - C2, IA interaction on the ground
- Iraq reversed
- DoD, State, AID each thought it knew what

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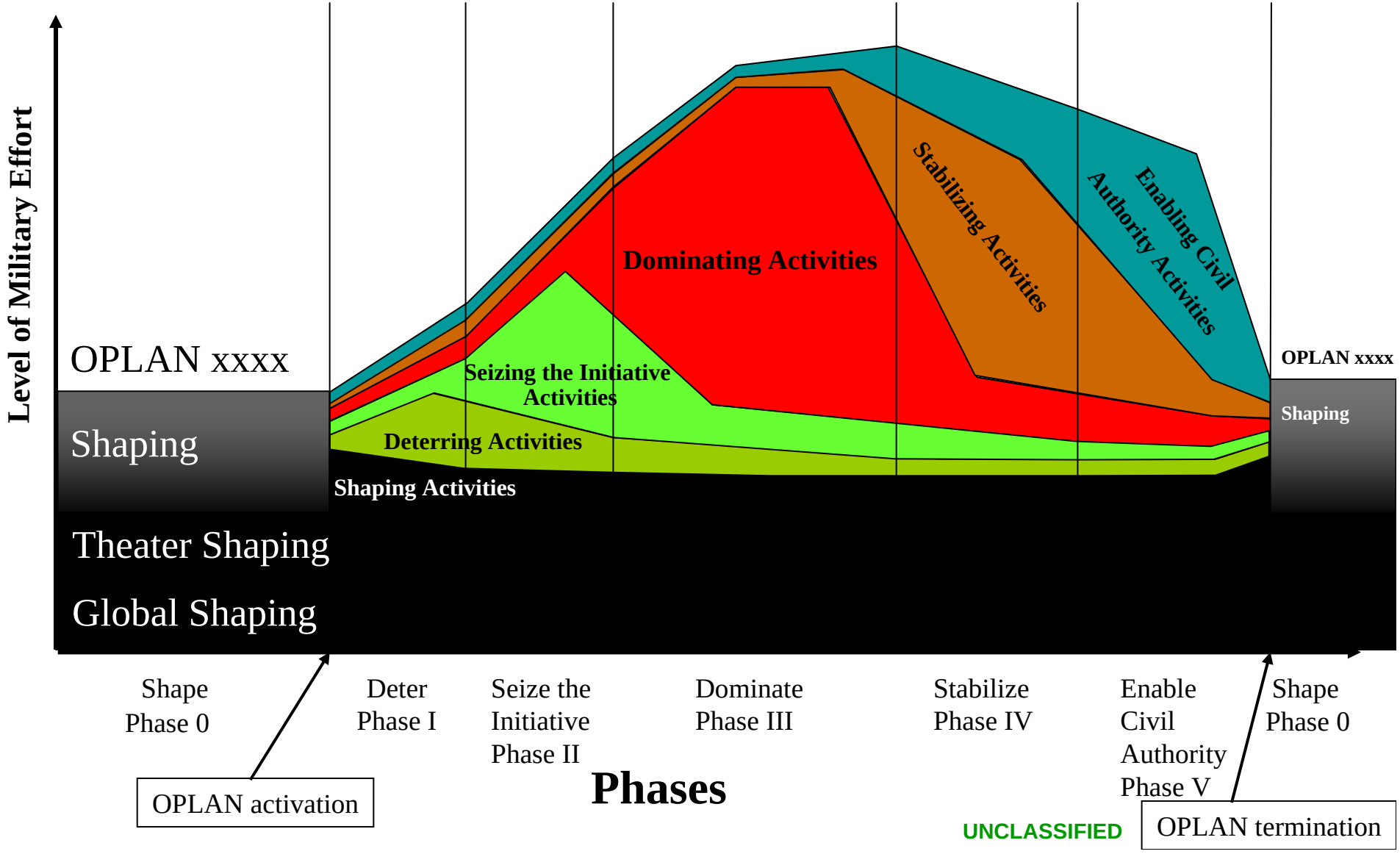
Notional OPLAN Phasing versus Level of Military Effort



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Core Missions

- DoD focus on war; IA peacetime
- Neither on stabilization
- IA: dvlpmt and nation-building
- Same with private sector, NGOs, IOs
- DoJ: property rights, rule of law
- DoS: reconciliation, elections, const
- DoC, Treas, DoS DDR, SOEs, invstmt law
- DoT: safety regs, ICAO

IA Capabilities and Stabilization

- Whose core mission is it?
  - D3K, SCRS, AID reinvention
  - 1207 transfer
- Whose culture is best suited?
- Capability before capacity
- IA will do what it knows: regs, int'l standards, mimic US institutions
- So will private sector, NGOs
- Develop capabilities
  - Training on what
  - National security profs, NSPDvlpmt EO
  - Make them accountable
- Then capacity, resources, authority (GN II, WH push)

Post-War Stabilization Policy

- COIN forced focus on population
- Distinguish US as belligerent, intervener
- US as belligerent requires normalization
- Stability vs development, nation building
- Pacification, population-focused
- Governance, infrastructure, job creation, rule of law all look different

USG Stabilization Doctrine

- Government-wide doctrine
- Adopt military Phase IV, V
- Transition mechanism: follow military delta
- Phase IV population-focused
- Phase V institutions
- Iraq still in Phase IV
- Military retains lead in IV; civil lead in V

Stabilization Response Plan

- Security (DoD, DoJ, State, CIA)
- Governance (State, CIA, others)
- Infrastructure
  - Power (USACE, DOE, TVA)
  - Water (USACE, USDA)
  - Telecom (DoC, FCC, DoD, USACE, DHS, USDA)
  - Transportation (DoT)
  - Other (health, education)
- Job Creation (DoC, DoL, Treas., USDA)
- Farming (USDA)

USACE PL 93-28, "The Stafford Act"

The National Response Plan Emergency Support Functions (ESF):

1. Transportation (DOT)
2. Telecommunications and IT (NCS)
3. **Public Works & Engineering (DOD = USACE)**
4. Firefighting (DOA)
5. Emergency Management (FEMA)
6. Mass Care and Human Services (Red Cross)
7. Resource Support (GSA)
8. Health and Medical Services (DHHS)
9. Urban Search and Rescue (FEMA)
10. Hazardous Materials (EPA)
11. Agriculture (DOA)
12. Energy (DOE)
13. Public Safety and Security
14. Community Recovery and Mitigation
15. Emergency Public Information

- Department of Defense (DoD) is the Lead Federal Agency for ESF #3
- USACE is the DoD Agent
- Typical Mission Areas:
  - Ice
  - Water
  - Emergency Power
  - Temporary Roofing
  - Temporary Housing
  - Technical Assistance
  - Debris Clearance and Removal

A Federal Partnership for Civil Disaster Crisis Response

Decision-Making

- NSPD 44
- Need stronger directive, with IA responsibilities spelled out
- IA planning with Cocoms: steady state, classified, operational

Questions ?