Interagency Coordination: Progress, Resourcing, Challenges, and Priorities

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DoD's Role – A Balancing Act

❑ **DoD support is critical to the success of the Interagency process and the improvement of civilian capabilities and whole-of-government response**

- **DoD influence and resources (expertise, lessons learned, facilities, public efforts) to assist in the development of civilian capacity and capabilities.**

❑ **DoD capabilities must be able to integrate with civilian capabilities if and when they develop in order to realize a collaborative and effective civil-military response**

But, DoD must also manage expectations and be prepared should sufficient civilian capacity not materialize.

DoD Priorities

❑ **Optimize balance between stability operations and combat operations capabilities within DoD.**

❑ **Be prepared to perform all tasks necessary to establish or maintain order when civilians cannot do so.**

❑ **Improve integration of civilian and military stability operations efforts within DoD and in conjunction with other USG agencies, allies, and private sector partners.**

USG Unity of Effort across the government is critical for successful stability operations.

DoD Objectives for NSPD-44

❑ **Ensure integration of NSPD-44 and DoDD 3000.05**

- • **Support operationalization and further development of the Interagency Management System**

❑ **Support increased civilian deployable capacity**

- • **Support to the Civilian Stabilization Initiative**

- • **USG integrated training strategy (including DoD participation and support)**

- • **Develop a Generic MOU for DoD's role in providing security for civilian deployments and templates for future engagements**

❑ **Support whole-of-government planning**

- • **Comprehensive USG strategic- and operational-level planning framework (including role of DoD and integration of DoD planning processes)**

Major Mission Elements

Capability and Capacity

US Army Stability Tasks FM 3-0	USG Sectors DOS Essential Task Matrix
Civil Security	Security
Support to Governance	Governance and Participation
Provision of Essential Services	Humanitarian Assistance and Social Well-Being
Support Economic Infrastructure Development	Economic Stabilization and Infrastructure
Civil Control	Justice and Reconciliation

Many stability operations tasks are best performed by indigenous, foreign, or U.S. civilian professionals. Nonetheless, U.S. military forces shall be prepared to perform all tasks necessary to establish or maintain order when civilians cannot do so.

Coordination and Planning

❑ **Integrate a number of on-going DoD initiatives with related interagency activities:**

- **Whole-of-government planning (processes & test cases)**
- **Civil-military coordination models and teams**
- **Essential Task Matrix Capabilities Review**
- **Modeling & simulation for stability operations**
- **Social-Cultural/Science Initiatives**
- **Lessons learned / best practices processes and products for stability operations**
- **Integrated USG training for stability operations**
- **Civilian participation in military exercises**
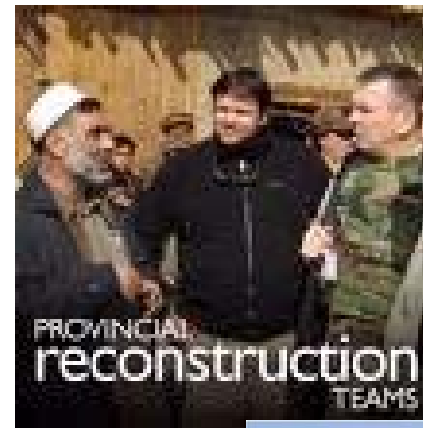- **Information sharing**

Build a cadre of civilian experts in planning and the operational art

Challenges

- ❑ **Balancing Force Development (Traditional, IW, SOF, GPF)**
- ❑ **Developing Civilian Planners (Designation, Training And Education)**
- ❑ **Developing Civ-Mil Team Models That Can Be Deployed In Future Contingencies**
- ❑ **Improving Information Sharing**
- ❑ **Leveraging the Private Sector**
- ❑ **Prediction**
- ❑ **Prevention**
- ❑ **Smaller-scale Engagements**
- ❑ **Multi-country Engagements**
- ❑ **Larger USG Issues**
  - • **National Security Reform**
  - • **Foreign Assistance Reform**
  - • **National Security Professional**

PROVINCIAL reconstruction TEAMS

Final Thoughts

- ❑ **Don't think of what is needed in terms of civilian or military**

  - **It is <u>capabilities</u> to <u>do something</u>.**

  - **It is <u>capacity</u> to <u>respond and sustain</u>.**

  - **It is <u>compatibility</u> between the <u>interagency, allies and partners</u>.**

- ❑ **The lines are blurred**

Capability	Capacity	Compatibility
TRAINING	*LOGISTIC & MATERIEL SUPPORT*	*INTER-OPERABILITY*
EQUIPPING	*TECHNICAL SUPPORT*	*COMMON LEARNING*
EXERCISING	*UNITS/ PERSONNEL*	*INFORMATION & INTEL SHARING*
ADVISING		