

NDIA – 20th Annual SO-LIC Symposium and Exhibition

Panel #4 - Persistent Conflict and the Human Dimension

*-Private Sector Efforts to
Relieve the Burden on SOF Forces -*



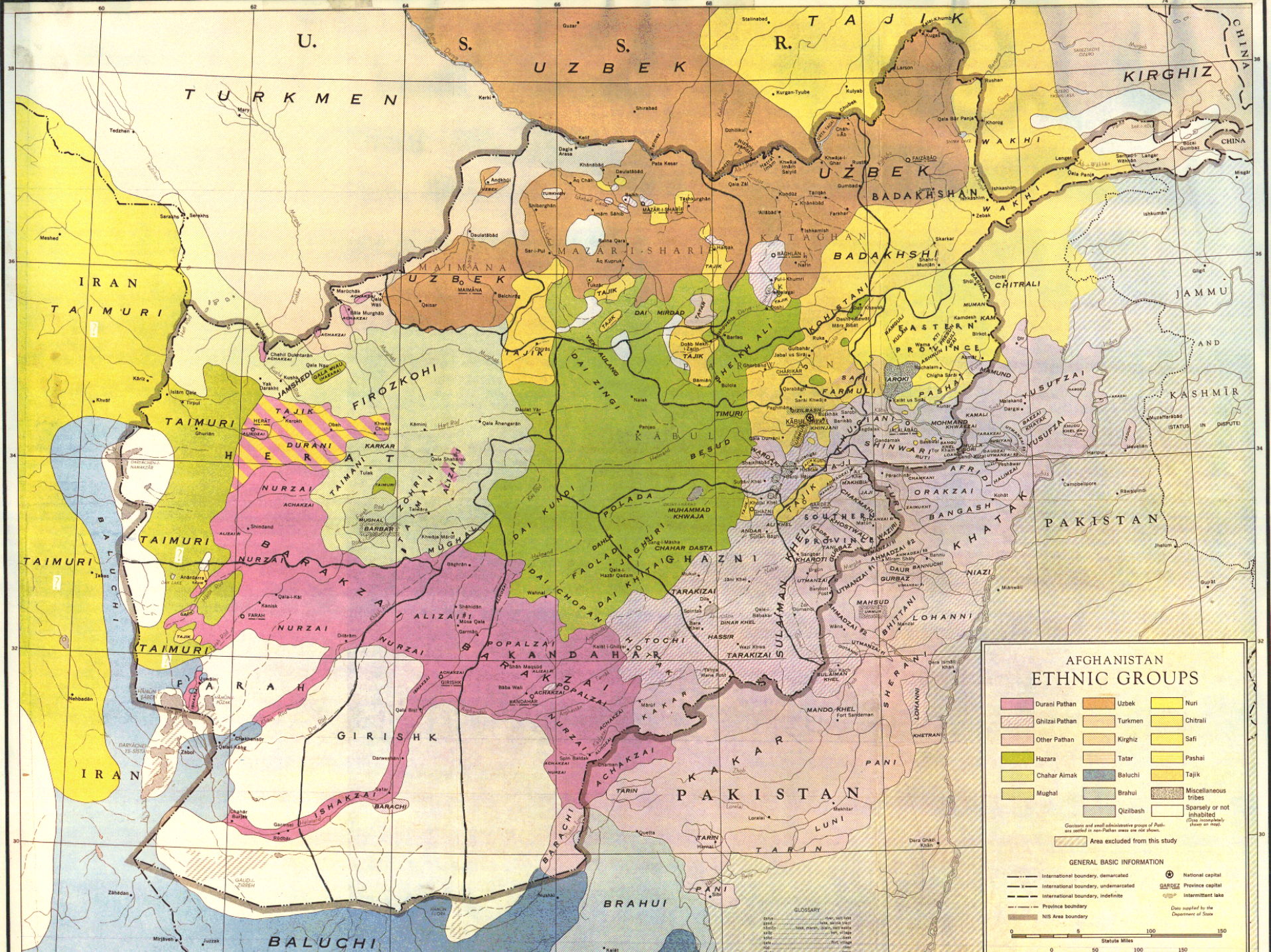
Private Sector Opportunities

- To Relieve Burden on SOF -

- *How do Industry and the NGO community believe they can assist SOF with the challenges of high OPTEMPO?*
 - Untapped resources to accomplish tasks
 - Relieve SOF of tasks to conduct appropriate ‘military’ duties [SOF Support]
 - What are these tasks?
 - What are cost considerations?

Growing Challenges

- *Numerical increase of 'failing/recovering' states & regions . . .*
 - Challenges are increasingly complex
 - Demand effective *achievable* solutions
 - Planning, preparation, execution, *sustainment*, End State realization
 - National and COCOM level objectives
 - Non-symmetrical warfare environment.



AFGHANISTAN ETHNIC GROUPS

	Durani Pathan		Uzbek		Nuri
	Ghilzai Pathan		Turkmen		Chitrali
	Other Pathan		Kirghiz		Safiri
	Hazara		Tatar		Pashai
	Chahar Aimak		Baluchi		Tajik
	Mughal		Brahui		Miscellaneous tribes
	Qizilbash		Sparsely or not inhabited		(Data inaccurately shown on map)
	Area excluded from this study				

GENERAL BASIC INFORMATION

	International boundary, demarcated		National capital
	International boundary, undemarcated		Province capital
	International boundary, indefinite		Intermittent lake
	Province boundary		
	NIS Area boundary		

Data supplied by the Department of State

GLOSSARY

Aryans: Indo-Iranian, Indo-European
 Baluch: Indo-Iranian, Indo-European
 Brahui: Indo-Iranian, Indo-European
 Chitrali: Indo-Iranian, Indo-European
 Hazara: Indo-Iranian, Indo-European
 Kirghiz: Indo-European, Turkic
 Pashtun: Indo-Iranian, Indo-European
 Tajik: Indo-Iranian, Indo-European
 Turkmen: Indo-European, Turkic
 Uzbek: Indo-European, Turkic

0 50 100 150
Statute Miles

Industry and NGOs Resources

- Present and Available -

- *A deep reservoir of subject matter experts [SME] exists and are available*
 - Industry human and material resources in technology, sociology, economy, health, disaster preparedness, multi-national
 - Mission compatible NGO structures have long term task orientation and invaluable area knowledge
 - Deployable and sustainable beyond historical personnel and unit rotations
 - Cadre of former SOF personnel with key SME skills.

Support Augmentation

- *SME enhancements and augmentations into SOF organizations—US and Coalition*
 - Individual SMEs and scalable organizations to fit SOF support planning, sustainment, coordination
 - Structure individuals and teams to provide sustainment to compensate personnel/unit rotation realities
 - SME and team capacity focus on path to End State

‘Work yourself out of a job’!

How to Support?

- *Optimal and agile support resource structure[s] to enable, enhance and sustain SOF support*
 - Embed SMEs & scalable teams to perform SOF *support* tasks
 - US, Coalition, International Organizations and other NGO coordination and implementation
 - Foreign internal defense, civil affairs, information operations, humanitarian assistance, high-impact economic development, healthcare, food and water
 - Site/mobility security augmentation.

Augmentation Opportunities

- *SOF support opportunities include:*
 - SMEs with discreet knowledge, skills and abilities [KSAs] to build and implement USG Interagency and Coalition coordination within irregular/ad-hoc architecture to meet *concurrent* host nation/regional imperatives
 - Training/mentoring and project implementation in security, rule-of-law, mitigate criminal activities, economic development projects, public health, food production, water, transportation, telecommunications and energy.

Augmentation Opportunities

- Continued -

- *SOF support opportunities include:*
 - Use of small teams to execute focused supporting tasks to expand and enhance high impact tasks in *agile* response capacity in previous task categories
 - Teams to address emergent needs concurrent with recurring dynamics of security and stability factors
 - Fully resourced [SOF support] groups capable of integration into host nation/regional governance and management structure as advisors/mentors to enhance path to ownership of a civil, stable society.

Planning and Procurement

- *Careful scripting of RFP/RFQ/POs that detail SOF support needs and requirements—enabled by:*
 - Interagency/International Organizations' [*as may be required*] MOA/MOU/TORs that enable and enhance the SME/team fit and function into respective SOF and SOF support organizational structure
 - Include essentials of life/environment support, security, safety, transportation, period of performance, scope of work
 - Total transparency and accountability in procurement process
 - Utilization of Professional Services Contracts/Industry contracting structures and performance measures that meet the stated requirements.

Procurement Considerations

- *Comparative industry/NGO procurement costs are scenario dependent and are measured against the operating costs of deploying active/reserve units/individuals—capacity and sustainment tradeoffs exist*
 - Sustainment: industry/NGOs provide costs packages containing labor, travel, material, admin, extended/open ended time on station, emergent needs
 - Site specific: security, life/environmental support, transportation
 - Project specific support materials/outfitting
 - Flexible team composition
 - Considerations of total operating costs over time.

Summary

- Industry and NGOs including former SOF personnel are in a unique position and have a clear opportunity to assist SOF in meeting high OPTEMPO challenges.
- Resources – individuals and groups – can be scaled to fit specific roles and functions that do *not* specifically require uniformed personnel
- Added benefits accrue because of viability of SMEs and NGOs to remain on site for extended periods to enable sustainment and facilitate transition to the Host Nation/Regional *End State*.

Questions

Thank You For Your Service!

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