

**Toward a New security Framework: Civil-Military Relations and Interagency Coordination**

**Part 3 in a series on Defense, Development and Diplomacy**

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**DESCRIPTION AND MAJOR POLICY POINTS**

WASHINGTON, DC – The April **Conflict Prevention and Resolution Forum (CPRF)** was held at the John Hopkins School of Advanced International Studies (SAIS) on April 14<sup>th</sup>, 2009. Over 80 individuals from government agencies, think-tanks, non-profits and local universities attended the event. The CPRF is organized by the non-profit organization **Search for Common Ground**, and is co-sponsored by the **Alliance for Peacebuilding, American University, Council on Foreign Relations, George Mason University, Johns Hopkins University, Partners for Democratic Change, United States Institute of Peace and Woodrow Wilson International Center for Scholars.**

Panelist **Reuben Brigety**, Director of the Sustainable Security Program at the **Center for American Progress** spoke to **the importance of reorganizing the development and defense bureaucracies**: “Bureaucratic challenges involved in the 3Ds [defense, development and diplomacy] are important right now...even though it might seem arcane and boring. Some might think that we don’t need to reform the architecture, but bureaucratic structures matter profoundly. It matters for building a framework for new policy. It is also important to look at the distribution of resources because we need a bureaucratic structure that provides resources to agencies to sustain them.”

Dr. Brigety continued by highlighting the recent example of the U.S. invasion of Iraq: "I submit to you that we would not have had the profound problems in the initial stages of the Iraq War had our development professionals been accorded a seat at the table in the planning process leading up to the invasion... we can't afford to have that kind of failure of policy again, and one of the best ways to do that is to change the bureaucratic structures...The government of the United States has a vital interest in the correct performance of both fundamental long-term

assistance and instrumental, short-term assistance. We have to have a bureaucratic structure which protects both of those missions.”

Dr. Brigety also proposed creating a cabinet-level development agency: “At the center for American Progress, we are on record in stating that we think the best way to go forward is to have a cabinet-level development agency, not unlike what the British have in DFID [Department for International Development].”

In terms of moving forward, Dr. Brigety proposed training more development professionals to be Tactical Development Advisors. The practical aim, he argued, should be to provide each “tactical unit that is deployed to the field [with] onsite development expertise.”

Dr. Brigety ended emphatically by stating: “We are not going to be able to get an effective 3D balance unless we change our bureaucratic structures; the optimal way to do that is with a cabinet-level development agency. ...The most important things that need to happen near-term are an increase in development of professional staff, changing resources, and also, we need a national strategy for global development.”

**Barak Salmoni**, a political scientist at **the RAND corporation**, focused on the **training elements needed for new leaders within the human security field**: “We definitely need to have development education from the tactical to strategic level—at all levels of security... leaders of the different agencies in the U.S. should be versatile and agile. They should be endowed with new types of skills, including cultural and linguistic skills, and work affectively with other agencies.”

Dr. Salmoni highlighted his research on the subject, stating that “...what I have found in my work with the military and in some research that we have conducted at RAND, is that strategic leaders seem to exhibit and value common characteristics, and those can be generally defined as cognitive, interpersonal and managerial.

"I'd like to suggest a few different kinds of approaches to education," continued Dr. Salmoni, "one of which is to make joint- and non-traditional military education the norm...in order to broaden a military person's worldview, understand how interagency partners work differently from the military with different goals... You cannot aggregate your joint- and inter-agency task-force when you get into zone; it has to be in the educational and training environment... What's missing is not enough repeated diverse civilian education... not enough regional expertise sustained over time, and not enough representation of non-combat military in occupational specialties.”

Dr. Salmoni concluded by acknowledging that these types of educational experiences have come about previously almost by accident: “Many have had opportunities to expand their education beyond merely military education serendipitously, but how do we institutionalize these opportunities? We need to create opportunity spaces, and institutionalize these opportunities.”

Dr. Salmoni was the founder and Deputy Director of the Center for Advanced Operational Culture Learning (CAOCL), Marine Corps Training and Education Command (TECOM). He was responsible for planning and administering the training and educational programs of the

Center, and for hiring as well as mentoring a subject matter expert staff specializing in culture and language learning for global Marine deployments.

**Lt. Col. Shannon Beebe** from the **Department of Defense** concluded the forum with an emphasis on **the need for changing the “security narrative” amongst the different organizational parties involved, including the military**; “I would contend that our strategic security narrative that we have today fails at identifying and understanding the challenges of the 21st century. We are failing right now as a nation to ask the first order questions of what security is... Security is not defense, defense does not equal security. It is not about kinetics, it is about conditions.”

Lt. Col. Beebe continued with several examples of new security threats: “When was the last time that a mosquito was a threat to the United States? When was the last time that dirty water was a threat to the United States? When was the last time that someone living on less than a dollar a day was a threat to the United States... I would contend probably not until now. These challenges are not going to be won at the point of a gun. This is the challenge that we have...our security narrative. The narrative has to change.

“Is it possibly the case they we are creating more terrorists than we can possibly kill by allowing these creeping vulnerabilities to continue to grow until they are a kinetic threat?” continued Lt. Col Beebe. “Right now we do not have the context to bring communities of interest together. We have to have a language between NGOs and the military where they can talk to each other and understand each other.”

From his own experience as a former Africa Analyst for the Office of United States Army Deputy Chief of Staff Lt. Col. Beebe noted “...the four top challenges according to Africans in Africa for security are security sector reform (including reform of the military, police, and the judiciary), the environment, poverty, and health crises. We don’t have a tank or a plane that will counter these problems.”

Lt. Col. Beebe concluded by stating “the world has systemically changed on 3 axes. It has changed politically from a bi-polar to a multi-polar world, creating inherently more instability. It has changed economically to a globalization that we still to not understand the ramifications of. And technologically it has changed. This is not about the Department of Defense; this is about a more collective type of effort.”

The Lt. Col. emphasized that “this is not Department of Defense trying to invade humanitarian space; this also should not be a scenario in which Department of Defense pushes a plough at the point of a spear. We need to work together. It’s better to be the world’s policeman than to be the world’s fireman—putting out all the fires we created.”

Lt. Col. Beebe is one of the leading thinkers in the United States on the concept of human security. Of particular note, his research has placed special emphasis on the environment as a key to stability in Africa and has worked with numerous international environmental agencies, non-governmental organizations, think-tanks, and academia in an attempt to find synergistic solutions.