ECONOMIC IMPACTS OF DEFENSE STRATEGY DEVELOPMENT: ETHIOPIAN DEFENSE COMMAND & STAFF COLLEGE

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Initiated in 2006, the Ethiopian Defense Command and Staff College (EDCSC) is a two year program that combines general academic and military classes and leads to an accredited bachelor’s degree. The second class of 38 officers graduated in May 2009. While the general academic curriculum is standardized with the accrediting institution, the military curriculum is dynamic. Originally a U.S. government contract effort, in October 2007 the Commanding General, U.S. Army Central (USARCENT) directed the assignment of U.S. Army Reserve Command and General Staff College instructors to the task. At present there are five instructors (four U.S. Army and one U.S. Air Force) on site with the mission to provide staff assistance and conduct instruction for the EDCSC.

As with many other countries whose militaries possessed Soviet-era equipment, the Ethiopian military is in the process of a modernization effort. With a modest domestic defense industrial base, Ethiopia’s Foreign Affairs and National Security Policy and Strategy mandates that the economic and defense sectors should benefit one another, and that factories designed for solely military purposes should also be geared to produce commodities needed by the civilian community. The goal is to reduce negative impact of military spending on the economy. With this goal in mind the EDCSC Commandant requested some additional instruction on the relationship between defense strategy and the economy for the Senior-level EDCSC class. This group was composed of General Officers and Colonels from both Ethiopia and Somaliland.

In response to this request the U.S. Army War College (USAWC) team of Professor Bernard F. Griffard and Professor John W. Troxell conducted an
The “Information as Power” web site is an online resource that provides an electronic library of current and historical articles and documents. (See [www.carlisle.army.mil/dime](http://www.carlisle.army.mil/dime)). Its purpose is to facilitate an understanding of the information element of power in this new and difficult environment in order to better address the national security issues we currently face. Unlike sites focused on one aspect of the information element this site attempts to broadly consider all the dimensions of the information environment: physical, informational and cognitive.

We have created a blog as the next logical step in understanding information as power by moving it from a static repository of knowledge to an interactive dialog between professionals. Our intent is to rotate guest blog authors monthly among the faculty of the U.S. Army War College with expertise in this important and dynamic field of national security studies. In any given month you may see a focus on strategic communication, information operations, cyberspace operations, robotics, knowledge management, or public diplomacy...among others.

Please join in the discussion. We hope to learn from you as much as you learn from us in this journey to increase the body of knowledge of information as an element of power.

Professor Dennis Murphy, Chairman, Information in Warfare Working Group, CSL


“Economic Impacts of Defense Strategy Development” seminar at the EDCSC on June 9, 2009 in Addis Ababa, Ethiopia. The focus of the seminar was the relationship between defense strategy development and the domestic and global economic environments. Special notice was taken of the positive and negative impacts of defense strategy on the domestic industrial base, and the economic instruments of trade, finance, aid, and policy. The seminar was well received and opened the door for future discussions in this area.

Responsibility for this professional military education cooperative effort transfers to U.S. Army Africa on October 1, 2009.


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PREPARING FOR NATO MISSIONS: INTEGRATED FORCE PLANNING IN THE ALBANIAN ARMED FORCES

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Since its January 26, 1994 decision to participate in the Partnership for Peace (PfP) program, Albania has actively supported NATO efforts in the Balkans and Afghanistan, as well as coalition operations in Iraq. Albania’s demonstrated commitment to the Alliance was rewarded on April 1, 2009 with their admittance as a full member of NATO.

Gaining NATO membership is not viewed as an endstate by the Albanian Armed Forces (AAF) senior leadership. They are fully aware that membership not only brings benefits, but also responsibilities. One of those responsibilities is the provision of forces capable of operating effectively within an Alliance command structure. To achieve this goal requires that the AAF maintain the momentum of the ongoing transformation of their manning, equipping, and resourcing processes. To assist their planning staffs in this effort, the Albanian Ministry of Defense (MoD) requested a workshop on integrated force planning.

In support of this request, and under the auspices of the USEUCOM Joint Contact Team Program (JCTP), the U.S. Army War College (USAWC) sent a three person team to Tirana, Albania June 22-26, 2009. During this period the USAWC team conducted a workshop that familiarized key planners from the Albanian MoD, the General Staff, the Joint Force Command, the Training and Doctrine Command (TRADOC), and the Support Command with integrated force planning concepts and procedures. The USAWC team members included Professor Bernard F. Griffard and Colonel James W. Shufelt, Jr. from the USAWC Center for Strategic Leadership (CSL), and Professor R. Craig Nation, Ph.D., USAWC Department of National Security and Strategy (DNSS).

The integrated force planning workshop was process oriented and conducted as a non-attribution academic exercise. This promoted candid responses and active discussion throughout the week as planners discussed the U.S. Army’s Force Management Process and how those techniques might be employed by AAF force planners. As the AAF continues its transformation into a professional force, it will continue to benefit from the training and professional military education opportunities made...
In recognition of this dilemma, the United States Army War College’s Center for Strategic Leadership recently hosted a workshop-symposium, “Closing the Seams: Total Force Sourcing Solutions for Defense Support of Civil Authorities.” Held as the latest in the War College’s annual Reserve Component Symposium series, the event brought together subject matter experts from across federal, state and local government, and the military which supports them. For two and a half days, these experts focused on the military’s support to four specific mission areas among DoD’s Defense Support to Civil Authorities (DSCA) requirements: Defense Liaison; Medical Surge and Aero-medical Evacuation; Search and Rescue; and Domestic Incident Awareness and Assessment. The symposium began with a series of expert panel presentations surrounding these mission areas, setting the stage for further examination by dedicated “breakout groups.”

Concluding the forum was the presentation of observations and recommendations from the groups to a distinguished Blue Ribbon panel consisting of:

- The Honorable Dennis M. McCarthy, Assistant Secretary of Defense for Reserve Affairs
- The Honorable Christine Wormuth, Principal Deputy Assistant Secretary of Defense for Homeland Defense and Americas’ Security Affairs

- Major General Frank J. Grass, Director of Operations, USNORTHCOM
- Major General Kelly K. McKeague, Chief of Staff, National Guard Bureau
- Brigadier General Jonathan T. Treacy, Deputy Director for Antiterrorism and Homeland Defense, the Joint Staff

Most of the breakout groups’ attention was devoted to supporting civilian agencies in specific mission areas. As in all matters associated with DSCA, the capabilities the military brings to the fore are designed to complement, not compete…to supplement, not supplant the civilian effort. Most importantly, the military component of preparing for, responding to and immediately recovering from natural or manmade disasters is not designed for, or desirous of, taking charge of those efforts.

With those fundamental concepts as background, the breakout groups were set to work. In order to provide them a conceptual “stepping off point” for their mission areas, the groups were presented the following set of questions:

1. How do we frame the requirement?
2. Given those capabilities and capacities, what is the “delta” requirement for military support?
3. Understanding the requirement, what are the best postured forces for meeting the same – Active, Service Reserves, and National Guard?
4. What are the obstacles in that allocation and orchestration?
5. What recommendations do you have to overcome those obstacles?

These questions were not meant to be prescriptive or constraining, only to stimulate exchange. The only compelling questions for the groups and their facilitators were these:

1. What would you want the leadership of DoD to know about your mission area requirements and problems surrounding them?
2. What do you want them to do about it?
A Sampling of Observations

The breakout group associated with the military’s support to Search and Rescue efforts had to deal with multiple interpretations of the nature and extent of the Department of Defense’s role and function. Participants noted that the face of SAR has changed markedly with concepts surrounding those activities contained in the National Response Framework (NRF). Addressed as Emergency Support Function 9 (ESF-9) in the NRF, Search and Rescue is one of only two ESFs in the Framework that identifies DoD as a Primary Agency in terms of authorities, roles, resources or capabilities. Cognizant of competing requirements for the resources demanded by the function, participants focused on the distinction between “steady-state” requirements of day-to-day SAR tasks, and “surge” requirements, particularly as envisioned in Catastrophic Incident Search and Rescue (CISAR) plans.

The group devoted to examining Medical Surge and Aeromedical Evacuation entered into their discussion fully aware of the significant support expectations involved with DoD’s role in both ESF 8 (Public Health and Medical Services) and ESF 6 (Mass Care). From facilities, to evacuation, to mortuary affairs and beyond, the capabilities and capacities resident in Defense are obvious, as is the need for these same capabilities following major disasters. But participants noted bureaucratic and legal impediments to activation, mobilization and employment of DoD assets. Concurrently, they noted that these must be overcome for the Department to be most responsive when our citizens’ needs are most urgent.

Recent history reminds us that situational awareness in responding to domestic crises as important as on the battlefield. Every moment lost in assessing the requirement is also lost to addressing the requirement. At the same time, the breakout group devoted to Incident Awareness and Assessment (IAA) had to be exceptionally mindful of the fact that “gaining awareness” could not be accomplished without due regard to privacy and civil liberties issues. At the same time, participants noted that expectation management among public officials as to what was accessible, available and readily attainable in these regimes could lead to confusion on one hand, and discord on the other. Accordingly, the value of educating civil authorities on the capabilities and limitations of DoD’s IAA support was a key component of the group’s presentation to the Blue Ribbon panel.

The “first face” of DSCA is frequently a component of DoD’s defense liaison structure. Formally and informally, the relationships established between the Defense Coordinating Officer (DCO) and his Coordinating Element (DCE), the services’ Emergency Preparedness Liaison Officers (EPLOs), and their counterparts in governmental and non-governmental organizations, are simply essential. Trust and process, regulations and relations, are built here. To ensure that these vital conduits to and from the Department are maximized, the defense liaison workshop group recommended improvements in the selection and screening process for these billets; in the education and development programs designed to strengthen and sustain them; and in the career opportunities made available to personnel who fill them.

An expanded depiction of each of the working groups’ findings and recommendations will be available in CSL issue papers later this fall. In taking those recommendations, participants noted that the Blue Ribbon panel was both discriminating and receptive. Challenges were issued against the workshops’ presentations at several junctions; at the same time, calls for immediate follow-on discussions were also conveyed. Accordingly, the Assistant Secretary of Defense for Reserve Affairs will hold a “strategy session” on select issues at the War College’s Center for Strategic Leadership on 16-17 November. Any immediate questions on the September symposium, the Secretary’s November forum, or anticipated follow-on events may be directed to Prof Bert Tussing (bert.tussing@us.army.mil), or LTC Janice King (janice.e.king@us.army.mil).