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The Challenges Faced by Land Forces within a Full Spectrum Environment

2009 U.S. Army Central Land Forces Symposium, Mombasa, Kenya

By Professor Bernard F. Griffard

Global trends will engender a diverse range and complex set of operational challenges by altering the manner and timing of conflict emergence, changing the attributes and processes of conflict, requiring new techniques of conflict resolution and demanding much greater integration of all elements of national power.

General George W. Casey, Jr., Chief of Staff, United States Army

General Casey describes an operational environment in which land forces must address challenges that go beyond conventional military operations. They must effectively integrate offensive, defensive, and stability or civil support operations simultaneously across the complete spectrum of conflict. His statement recognizes that when conducting full spectrum operations the military element of national power is only part of the solution. Achievement of political goals requires a "whole of government" approach that applies hard and soft power proportional to the mission.

Full Spectrum Operations

Full spectrum operations acknowledge that conflict involves more than combat between armed opponents. Land forces must defeat enemies while simultaneously shaping the civil situation. While operating in a foreign theater shaping of the civil situation is accomplished through stability operations, while in a domestic environment it is accomplished through civil support operations.[1]

Tested daily in coalition operations in Iraq and Afghanistan, the U.S. Army's operational concept centers on initiative, risk, and opportunity, while simultaneously conducting offense, defense, and stability operations. In this increasingly complex security environment, commanders must develop a broad understanding of the evolving "whole of government" approach in the conduct of stability operations. It is also necessary to recognize the unparalleled power of information in this contemporary environment.

Focusing the Coalition

Recognizing the criticality of effective full spectrum operations within the U.S. Central Command (USCENTCOM) region, the partner nation commanders focused the 2009 Land Forces Symposium (LFS) on *Land Forces' Challenges in a Full Spectrum Environment*. Conducted April 20-23, 2009 at the Serena Beach Hotel, Mombasa, Kenya, the 2009 LFS was co-hosted by the Kenya Army (KA) and U.S. Army Central (USARCENT). General George W. Casey, Jr., Chief of Staff, U.S. Army, and Lieutenant General James J. Lovelace, Commanding General, USARCENT, led the U.S. delegation while General

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1. *Full-Spectrum Operations in Army Capstone Doctrine* 2008 Army Posture Statement, http://www.army.mil/aps/08/information_papers/transform/Full_Spectrum_Operations.html

Professor Griffard is a Professor of Logistics in the Operations and Gaming Division (OGD) of the Center for Strategic Leadership (CSL), U.S. Army War College (USAWC).

Jeremiah M. Kianga, Chief of the General Staff, Kenya Armed Forces, and Lieutenant General Jackson K. Tuwei, Commander, Kenya Army, were the senior Kenyan military hosts.

Since theater security cooperation efforts in the Horn of Africa will transfer to U.S. Africa Command (USAFRICOM) in Fiscal Year 2010, five East African nations joined the 19 Central Region Land Force Commanders or their representatives at the LFS. Presentations by General William E. Ward, Commander, USAFRICOM, and Major General William B. Garrett III, Commanding General, U.S. Army Africa (USARAF) familiarized the symposium attendees with the USAFRICOM vision and mission.

As with previous symposiums, the LFS provided the opportunity for land force commanders to establish and enhance personal relationships while providing a forum for regional exchange of views. To encourage these exchanges delegates participated in a series of panels and sub-regional breakout sessions. This year's panels addressed "Global Trends Impacting the Central Command and the Horn of Africa Operating Environment," "Full Spectrum Key Enablers," and "Multi-National Army Training and Preparedness." The sub-regional panels, which closed out the first two days, provided the opportunity for delegates to discuss in depth how these issues influence the missions and training of their militaries. The U.S Army War College again supported the LFS by providing Professor Bernard F. Griffard as the 2009 LFS moderator, and Professor Dennis M. Murphy as a featured panelist.

Full Spectrum Operations and the Political Endstate

The political object is the goal, war is the means of reaching it, and means can never be considered in isolation from their purpose.

Carl von Clausewitz, *On War*

In his opening remarks, the President and Commander-in-Chief of the Armed Forces of the Republic of Kenya, His Excellency, Honorable Mwai Kibaki, CGH, MP, stressed the importance of the symposium for the Land Forces delegates, East Africa, and the continent as a whole. President Kibaki acknowledged the criticality of a comprehensive operational approach of full spectrum operations in achieving acceptable political end states. The President's comments were reinforced by the Honorable Michael E. Ranneberger, U.S. Ambassador to Kenya, the Honorable Yusuf Haji, Minister of State for Defense, Kenya; General Kianga, Lieutenant General Lovelace and Lieutenant General Tuwei. These remarks by the official party set the azimuth for the symposium.

Global Security Concerns

Keynote speakers are missioned to provide a big picture framework for the events to follow. In this role Professor Macharia Munene, U.S. International University, Nairobi, delivered a thought provoking address on "Global Security Concerns and Outlook." Dr. Munene's critical analysis of U.S. strategy in general, and of U.S. cooperation efforts on the African continent in particular, reinforced the fact that in many cases perception trumps reality. By highlighting the perceived shortfalls in cultural understanding, he provided a context for many of the panel discussions that followed.

Global Trends Impacting the Operating Environment

In providing a situational understanding of both the contemporary and future operating environment, presentations during the opening panel concentrated on two major global trends. The opening panelist, Professor Dennis Murphy spoke on the continuing impact of the rapid expansion of the global information environment. He was followed by Brigadier General Maroun Hitti of the Lebanese Army, Brigadier General Hassan M. Al Shehri of the Royal Saudi Land Forces, and Lieutenant General Jackson K. Tuwei of the Kenyan Army, who each addressed a different aspect of the evolving role of land forces in internal security, environmental security, and stability operations.

New Media and Military Operations

Warfighting commanders must effectively manage the information battlespace, not only in counterinsurgency operations, but across the spectrum of conflict. In his presentation, Professor Murphy posited that if militaries hope to fight and win in a future information environment dominated by new media, then they must fully understand both the opportunities and challenges of that environment.[2] This includes the ability to exploit new media to achieve military objectives and defeat an adversary's skilled

2. Professor Murphy defines "New Media" as any capability that empowers a broad range of actors to create and disseminate near-real time or real time information with the ability to affect a broad audience.

use of it. His analysis of this issue revealed a requirement for a significant cultural shift within the military while recognizing that current planning processes remain valid. A similar cultural shift is required as land forces identify the additional training and equipping requirements for the non-traditional missions included in full spectrum operations.

Land Forces Evolving Internal Security & Stability Roles

Traditionally the mission of any given nation's army is to defend its national borders against any foreign aggression, with border control and other internal security and stability issues entrusted to other governmental institutions. Presentations by Brigader General Hitti, Brigadier General Al Shehri, and Lieutenant General Tuwei made it clear that in today's operating environment the lines between these responsibilities is no longer so well defined. In response to increasing transnational crime, terrorism, and international disputes, border control today requires capabilities that are resident in the military. The panel clearly identified environmental security, a process encompassing the idea that cooperation to solve environmental problems advances the goals of political stability, economic development, and peace,[3] as a valid land forces role. Lieutenant General Tuwei pointed out that the traditional raison d'etre of the military as an "external defense" organization does not in any way suggest that the armed forces should not play any role in internal security and peace of a country. He stressed that the role of the military as an instrument of internal stability and security has never been more urgent than in the developing regions, mostly in the Third World.

Full Spectrum Key Enablers

As highlighted by the opening panel, full spectrum operations incorporate an entire range of activities to secure, hold and build. The follow-on session identified some of the tools and resources available to multinational forces that enable operations in a full spectrum environment. Mr. Michael Marx from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) pointed out that with the rise in the use and employment of military assets for "humanitarian assistance," one of the greatest challenges is the ability for civilian humanitarian and military actors to coordinate activities. Achieving this cooperation is complicated by information management issues and cultural differences between the communities.

MG Zeyad Mahmood, Iraq, and MG Murat Maikeyev, Kazakhstan discuss common issues during the Symposium

Similar interoperability, cultural, and information management challenges face the Iraqi Army as it improves its force generation and capabilities for joint operations. Though faced with personnel, equipment and resource shortfalls, Major General Zeyad Mahmood, Iraqi Army, identified "time" as the greatest challenge to achieving joint operational capability. Mr. Todd Greentree, the U.S. Department of State Provincial Reconstruction Team (PRT) Coordinator for Afghanistan, discussed the enabling role of the PRT. Brought together for the purpose of temporarily providing security, governance and development during conflict or after a natural disaster, the PRT is a joint venture among all elements of the national government – military, diplomatic, justice, economic, agriculture, and others as needed.

Multi-National Army Training and Preparedness

Full spectrum land forces must have the ability to operate unilaterally or with multinational and civilian partners to defeat any adversary or dominate any operational situation. Both leaders and soldiers must be agile and adaptive. This requires unique training regimes. To achieve the level of competency required for success, Colonel Kevin Batule, USARCENT Chief of Staff, pointed out that this training must emphasize competency in core proficiencies, operations across the spectrum of conflict, the ability to operate in unified action, and cultural astuteness. It must also promote exploitation of opportunities and be grounded in values and the warrior ethos. Using case studies of various Kyrgyz Army disaster response operations, Colonel Batyr Kadyrov of the Kyrgyz Republic, highlighted the complexities faced by commanders to properly train and equip their units for humanitarian assistance missions, and to effectively assist the civilian authorities in mitigating the stability impacts of major natural disasters.

Most threats in the modern era are not limited to one country and, therefore, require a joint response, or multinational forces. Brigadier General Hassan M. Al Shehri of the Royal Saudi Land Forces, and Colonel Andy Mason, OBE, Commander, British

3. Office of International Activities, "Environmental Security: Strengthening National Security Through Environmental Protection" U.S. Environmental Protection Agency, Washington, DC, 160-F-99-001, September 1999, page 1.

Peace Support Team (Eastern Africa), addressed existing multi-national army training regimes that can prepare regional forces to work together as a team. A key historical fact is that when countries work together they enhance their strengths and minimize their weaknesses. Brigadier General Al Shehri stressed that to build the capacity to work together regionally or internationally, training and exercises that enhance cooperative skills are essential. For the Gulf States, the Peninsula Shield exercise is one of the basic elements of national and regional development which contributes to the maintenance of stability and prosperity in the region. Colonel Mason, while stressing the importance of actual training, pointed out that commanders must also be aware of the political element in any multi-national army operation.

Land Forces Symposium 2009 Delegates

Land Forces – Their Evolving Roles

The 2009 LFS proved to be an excellent vehicle for surfacing the challenges of executing full spectrum operations. The participant's understanding that land forces must be capable of simultaneous offensive, defensive, and stability operations across the full spectrum of conflict proved the value of this event. All nations must review their organizational, training, and equipment requirements, reinforced by strong participation in regional, multi-national exercises and other available training opportunities, to ensure they can meet the challenges that full spectrum operations present.

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U.S. ARMY WAR COLLEGE
Center for Strategic Leadership
650 Wright Avenue
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