What is clear to me is that there is a need for a dramatic increase in spending on the civilian instruments of national security—diplomacy, strategic communications, foreign assistance, civic action, and economic reconstruction and development…Civilian participation is both necessary to making military operations successful and to relieving stress on the men and women of our armed services who have endured so much these last few years, and done so with such unflagging bravery and devotion. Indeed, having robust civilian capabilities available could make it less likely that military force will have to be used in the first place, as local problems might be dealt with before they become crises.

—Secretary of Defense Robert M. Gates, quote from Landon Lecture at Kansas State University, Manhattan, Kansas, 26 November 2007
Preface

The current and foreseeable national security challenges facing the Nation grow directly out of globalization and the increasingly interdependent relationships among the international diplomatic, informational, military, and economic (DIME) elements of power. To respond to this complex new situation, the Army’s emerging doctrine outlines in some detail the principles underlying the conduct of effective full-spectrum operations in a multipolar and diverse world. In many cases, effective operations will require more than the military alone can, or should, deliver. We will have to bring to bear the awesome, synergistic weight of our other elements of national power, particularly those vested in the interagency.

Our current involvements in Iraq, Afghanistan, the Philippines, the Horn of Africa, the Far East, Eastern Europe, and Latin America suggest that garnering the support of foreign populations is increasingly being singled out as our operational center of gravity. To facilitate greater consideration among leaders of how all the elements of power can be employed to influence this center of gravity, the editors of Military Review have assembled this volume of selected journal articles. Just as the new field manuals, FM 3-0 (Operations) and the forthcoming FM 3-07 (Stability Operations) and FM 3-28 (Civil Support), are aimed at guiding leaders to ask the right questions, this complementary collection of articles is intended to provide readers answers for a given time and place.

WILLIAM B. CALDWELL, IV
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Commander, U.S. Army Combined Arms Center
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Cover Photo: John Schnittker, a member of the Department of State Agriculture Provincial Reconstruction Team, stands outside a skeletal building at a grain mill in Riyadh, Iraq, 26 September 2007. (U.S. Army, SPC Laura M. Buchta)
Combating a Modern Insurgency: Combined Task Force Devil in Afghanistan
Colonel (P) Patrick Donahue, U.S. Army, and Lieutenant Colonel Michael Fenzel, U.S. Army
Two principals describe how Combined Task Force Devil employed a balanced strategy of military, economic, and political actions to quiet eastern Afghanistan during OIF VI.

Committing to Afghanistan: The Case for Increasing U.S. Reconstruction and Stabilization Aid
Captain Craig C. Colucci, U.S. Army
The United States should increase R&S aid to Afghanistan immediately, so that Afghanistan does not become a staging ground for terrorist operations.

Preparing for Economics in Stability Operations
During stability operations, economic actions become as important as military actions.

The Role of USAID and Development Assistance in Combating Terrorism
Colonel Thomas Baltazar, U.S. Army, Retired, and Elisabeth Kvitashvili
The USAID, now recognized as a critical component for fighting the War on Terrorism, is transforming to take on greater responsibilities to shore up unstable countries.

Counterinsurgency Diplomacy: Political Advisors at the Operational and Tactical Levels
Dan Green
In the age of the strategic corporal, it is high time for the tactical POLAD.

Control Roaming Dogs: Governance Operations in Future Conflict
Major Troy Thomas, U.S. Air Force
Governance operations have been treated as tangential postconflict missions, leaving field commanders ill-prepared for governance tasks and delaying consolidation of political aims.

Monitoring and Evaluation of Department of Defense Humanitarian Assistance Programs
Colonel Eugene V. Bonventre, U.S. Air Force
Measures of effectiveness, normally ubiquitous throughout DOD, do not exist for monitoring and evaluating military humanitarian assistance activities. Making efforts to gauge these programs can pay dividends in stability operations.

Why We Need to Reestablish the USIA
Michael J. Zwiebel
Since 1999, when the USIA was abolished, U.S. public diplomacy efforts have been spotty. Reestablishing the old agency would be one way to fix a glaring problem.

POSTSCRIPT—A VIEW FROM ABROAD

The Sole Superpower in Decline: The Rise of a Multipolar World
Shri Dilip Hiro
A widely-published author asserts that we are witnessing the rise of a multipolar world in which emergent powers are challenging American hegemony.