



# August 06: STABILITY OPERATIONS

# ARMY FORESIGHT

## SEARCHING FOR SUSTAINABILITY



EDITION  
#2

*In this Edition:*

*How will incorporating sustainability issues into stability operations plans help meet the basic human needs of local populations, save Army resources, and reduce risk to Soldiers?*

# ARMY FORESIGHT

## SEARCHING FOR SUSTAINABILITY

### **INTRODUCTION TO FORESIGHT PROCESS**

Welcome to the second edition of our new Foresight Series. In each edition, we will focus on a topic currently on the Army Environmental Policy Institute's "radar screen" and present key points from our preliminary research in a short report. We will introduce a specific topic, discuss why it is important to the Army, and present several key areas for further study.

The AEPI's mission is to assist the Secretariat in the development of proactive policies and strategies to address environmental issues that may have significant future impacts on the Army.

Foresight is the ability to look forward. We deliberately, methodically gather intelligence to follow trends and identify emerging issues. Foresight extends three years and more into the future-offering directions, not making predictions. The issues of concern have the potential affect the Army's ability to achieve its mission and warrant further study and discussion.

Foresight helps achieve sustainability by improving policy today to prevent current undesirable trends from becoming future intractable issues. It includes three components: systematically scanning trends, encouraging participation and buy-in, and building vision to improve policy. Foresight is ongoing. Topical specialists continuously track issues and offer topics for discussion, recognizing the current and creatively considering the future.

Each brief report introduces a topic, discusses its significance to the Army, and delineates key areas for further study. We don't recommend specific policy or suggest that we know the final solution. We offer these reports to interested parties to solicit comment and encourage sharing. They are designed to generate discussion and invite collaboration with our military partners, as well as potential collaborators in science, academia, industry, and other organizations. The reports summarize the topics, but they contain hyperlinks to relevant publications with the details that facilitate further research.

We invite you to join us on our journey in the search to sustain the Army mission and secure the future. To register your comments on this issue, please contact AEPI at [aepi.administrator@hqda.army.mil](mailto:aepi.administrator@hqda.army.mil).

*The views expressed in this document do not reflect the official policy or position of the Department of the Army, Department of Defense, or the U.S. Government.*

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## THE ISSUE: STABILITY OPERATIONS MUST CONSIDER SUSTAINABILITY

Stability Operations plans must include sustainability considerations that will help ensure we address both present and future needs while strengthening community partnerships that improve our ability to organize, equip, train and deploy our Soldiers as part of the joint force.<sup>1</sup> Department of Defense (DoD) Directive 3000.05, "Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations" was issued November 28, 2005, to establish policy and assign responsibilities for planning, training for, and preparing to conduct and support SSTR.<sup>2</sup>

### SSTR OPERATIONS DEFINED

These "military and civilian activities conducted across the spectrum from peace to conflict to establish or maintain order in States and regions" are

- ❖ a core U.S. military mission,
- ❖ conducted to help establish order, and
- ❖ tasks that may be best performed by indigenous, foreign, or U.S. civilian professionals.

SSTR operations include helping

- ❖ rebuild indigenous institutions,
- ❖ revive or build the private sector, and
- ❖ develop representative governmental institutions.

Although DoD Directive 3000.05 does not list specific responsibilities for the Assistant Deputy Under Secretary of Defense for Environment, Safety and Occupational Health (ESOH), ESOH addresses basic human needs and other sustainability considerations that will be a foundation of SSTR.

Accordingly, future SSTR operations will require careful consideration of complex ESOH issues, such as the following:

- ❖ Clean air and fresh water
- ❖ Sanitation and waste disposal
- ❖ Disease vectors and vaccines
- ❖ Food supply.



### THE IRAQ EXPERIENCE

Major General Peter W. Chiarelli, Commanding General of the 1st Cavalry Division, Baghdad, Iraq, emphasized the importance of these basic human needs to ultimate military success:<sup>3</sup>

"...those who viewed the attainment of security solely as a function of military action alone were mistaken. A gun on every street corner, although visually appealing, provides only a short-term solution and does not equate to long-term security grounded in a democratic process."

The importance of establishing city services came from analysis of enemy actions in relation to current infrastructure. Conflict arose from those areas of Baghdad characterized by

- ❖ low electrical distribution,
- ❖ sewage running raw through the streets,
- ❖ little to no potable water distribution, and
- ❖ no solid waste pickup.

"Concurrently, unemployment rates rocketed in these extremely impoverished areas and health care was almost nonexistent. A direct correlation existed between the level of local infrastructure status, unemployment figures, and attacks on U.S. soldiers."

<sup>1</sup> <http://www.sustainability.army.mil/overview/overview.cfm>

<sup>2</sup> <http://www.dtic.mil/whs/directives/corres/html/300005.htm>

<sup>3</sup> [http://www.army.mil/professionalwriting/volumes/volume3/october\\_2005/10\\_05\\_2.html](http://www.army.mil/professionalwriting/volumes/volume3/october_2005/10_05_2.html)

## ANALYSIS AND IMPACT: SSTR AND THE ARMY

The new Quadrennial Defense Review assigns top priority to the nontraditional national security demands of stabilizing fragile states that could succumb to insurgency. DoD has designated post-conflict SSTR as a primary mission of the Army. The Deputy Assistant Secretary of Defense for stability operations recommends that the force structure of our deployed Army include the correct mix of Soldier skills necessary for the follow on SSTR mission. If the Army is resourced properly with the right mix of units and equipment, and the necessary nation-building funds are provided, the Army will be set up for success and will be able to perform its mission.

### BASIC HUMAN NEEDS

SSTR operations planners should recognize that a democratic government must maintain the legitimacy of its people, starting with meeting their needs, listed here from basic to higher:

- ❖ **Environmental.** *Clean air, fresh water.*
- ❖ **Physiological.** *Food, shelter.*
- ❖ **Safety.** *Health, physical security.*
- ❖ **Economic.** *Growth, employment.*
- ❖ **Social.** *Nationalism.*
- ❖ **Actualization.** *Meeting your potential.*

Research has shown that human's higher needs only come into focus *after* all the basic needs are mainly or entirely satisfied.<sup>4</sup>

Issues related to the more basic human needs are therefore vital to SSTR operations because they must be addressed in order for people to even begin thinking about democracy.

<sup>4</sup> Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50, 370-396.

<sup>5</sup> <http://www.asaie.army.mil/Public/ESOH/doc/ArmyEnvStrategy.pdf>

## SUSTAINABILITY IMPLICATIONS

The Army Strategy for the Environment (ASE), *Sustain the Mission—Secure the Future*,<sup>5</sup> describes the global factors that can influence a nation's security and stability. In a world made smaller by advances in technology and urbanization, stresses on interconnected human, economic, and natural systems have vastly increased. Local and regional issues, such as famine, natural disasters, ecological degradation, economic decline, growing unemployment, political upheaval, and disputes over precious and sometimes scarce natural resources, are evolving into global issues that will influence how the United States and the Army must respond and interact.



The ASE recognizes that a sustainable Army simultaneously:

- ❖ Meets current as well as future mission requirements worldwide
- ❖ Safeguards human health
- ❖ Improves quality of life, and
- ❖ Enhances the natural environment.

These basic tenets of sustainability must be met regardless of mission or physical location. Accordingly, Army commanders engaged in stability operations must understand the complex linkage between mission, environment, and community wherever they are deployed, and apply that knowledge to how they successfully accomplish their mission. By doing so, they will ensure the viability of the immediate operation and contribute to successful nation building over the long-term.



## KEY ISSUES REMAIN

Army field commanders are beginning to understand that while direct combat operations are necessary to win the battle, ESOH and sustainability issues will be key contributors to winning the war and ensuring long-term stability. While post-conflict stability operations in Iraq and other hot spots around the world are realizing increasing levels of success, several key issues must be addressed to institutionalize best practices, thereby ensuring the continued sustainability of both our Army and the nations it supports during peace and war. These issues include the following:

- ❖ **Policy.** DoD Directive 3000.05 is largely silent on ESOH and sustainability considerations and therefore additional guidance should be provided to address them. In addition, Army policies, procedures, regulations, field manuals, SOPs, and training courses pertaining to stability operations may not adequately address sustainability and related operational considerations.
- ❖ **Roles and Responsibilities.** Whenever Army units deploy in support of stability operations, they directly impact and are affected by their operational environment. Army operations can further degrade already depleted natural resources. Environmental conditions likewise impact Soldier health and welfare, while geography and weather impact operations. Prescribing roles and responsibilities for implementing sustainable management practices, especially in base camps, will minimize impacts, costs, and liabilities over the long-term.
- ❖ **Training and Doctrine.** Comprehensive ESOH and sustainability-related policies, doctrine, regulations, and training requirements are in place for installations and operations in CONUS

and at permanent facilities overseas; however, few if any of these documents apply to stability operations.

- ❖ **Intelligence.** Open sources can provide much of the ESOH and sustainability information needed to support stability operations.<sup>6</sup> However, the Army's enterprise-wide data architecture for the intelligence community is not currently designated to support and exploit linkages provided by open source information.
- ❖ **Research and Development.** Future technologies could incorporate ESOH and sustainability principles while providing innovative capabilities for conducting stability operations. Field requirements must be identified and prioritized for action by the research and development community.
- ❖ **Resources.** Currently there are insufficient manpower and dollars available to address ESOH and sustainability issues during stability operations. If the Army does not take steps to program funds to support these identified requirements, little if any progress will be made for the foreseeable future.
- ❖ **Partnerships.** The Army's ability to conduct long-term stability and nation building operations is constrained by limited resource availability. By establishing partnerships and increasing cooperation with other federal agencies, non-governmental organizations, and the private sector, the Army can leverage available assets for application where needed.<sup>7</sup>
- ❖ **Cultural Dimension.** The friction that often results from the interaction between different cultures creates the potential for conflict during stability operations. The Army must become informed before acting to ensure nothing unnecessarily inflames the local population.<sup>8</sup>

<sup>6</sup> <http://www.carlisle.army.mil/usawc/Parameters/98summer/sum-essa.htm#Friedm>

<sup>7</sup> [http://www.army.mil/professionalwriting/volumes/volume4/june\\_2006/6\\_06\\_4.html](http://www.army.mil/professionalwriting/volumes/volume4/june_2006/6_06_4.html)

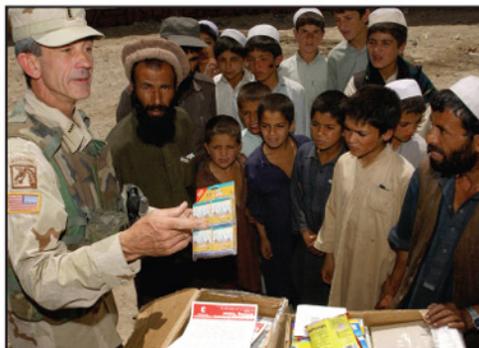
<sup>8</sup> [http://www.defenselink.mil/news/Jun2006/20060622\\_5489.html](http://www.defenselink.mil/news/Jun2006/20060622_5489.html)





## MILITARY IMPLICATIONS

Many strategic implications of SSTR operations fall outside the traditional scope of sustainability, yet it is critical that we integrate sustainability considerations into SSTR planning.



## POLICY IMPLICATIONS

The Army must develop training and doctrine to increase Soldier awareness of the ESOH and sustainability impacts of DoD Directive 3000.05. [\*The National Security Strategy of the United States of America 2006\*](#) begins to address sustainability issues, including pandemics that recognize no borders, and environmental destruction caused by human behavior and mega-disasters. Almost 400 years ago, Spinoza stated that "peace is not the absence of war." Today, DoD Directive 3000.05 requires that Army operations not only win the war, but continue leading towards sustainable peace while advancing U.S. interests.

## BUDGET CONSIDERATIONS

DoD and the Army will have to address the ESOH and sustainability requirements of SSTR operations in future budget guidance, even though they are not specifically mentioned in DoD Directive 3000.05. If this does not become a line item soon, it may not be funded for several more years.

## REDUCING ARMY FOOTPRINT

Sustainable policies and practices should result in a reduced Army environmental footprint in the long run. This capability will be critical as future SSTR operations proceed in areas of the globe where resources are already stressed. Meeting basic human needs combined with effective security operations will reduce the need for long-term military intervention, removing a forward presence from politically-sensitive areas.

## THREAT MODELS

The Army should consider updating threat models to incorporate ESOH and sustainability-related data to help predict where future threats and their subsequent SSTR issues may evolve.

## PARTNERSHIPS

The Army will need to develop partnerships to address SSTR issues. Future partners might include the United States Agency for International Development (USAID), the United Nations World Food Programme, and the International Monetary Fund. Developing partner capacity quickly and efficiently is essential to making sure new democracies can make a smooth transition and sustain leadership after American withdrawal.

## INTELLIGENCE GATHERING

The Army's intelligence gathering and military decision making processes need to include detailed analysis of environmental considerations and sustainability issues. Only with a clear and complete picture of the environmental aspects and impacts can Army commanders make the best decisions concerning Soldiers, civilians, and the long term impact on the environment. Placing emphasis on improving basic human needs and restoring the environment will go a long way to win the hearts and minds of the local population.

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