

Center for Hemispheric Defense Studies



*Reforming US Foreign Policy Implementation:
Creating a Global System of Regional Civilian-
Led Interagency Organizations*

Dr. Richard D. Downie
Director

“mens et fides mutua”



US Foreign Policy Implementation Framework

- Addressing Transnational Challenges with a Country-by-Country Approach. How Effective?

- ✓ Central American Gangs
- ✓ 2004 Tsunami
- ✓ Drug Trafficking



- A Regional Framework is Required



- The Issue: “Nobody is in Charge”

- ✓ Lack of Directive Authority to Coordinate and Synchronize Interagency Activities and Programs
 - Issue-Focused, JIATF-Type Option
 - Combatant Command Reorganization Model





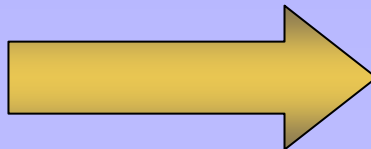
Evaluating Combatant Command Reorganizations

- Increases Communication, Visibility of Issues, Voluntary Coordination.
- But, Observers Emphasize . . .
 - Does Not Resolve Lack of Directive Authority Issue
 - Possible Systemic Bias for Military Action over Civilian, Non-Military Efforts
 - Potential Misperception Signaling Military Control over Civilian Agencies

On Balance: Positive step forward . . . but, toward what?

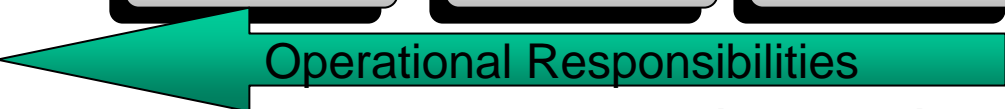
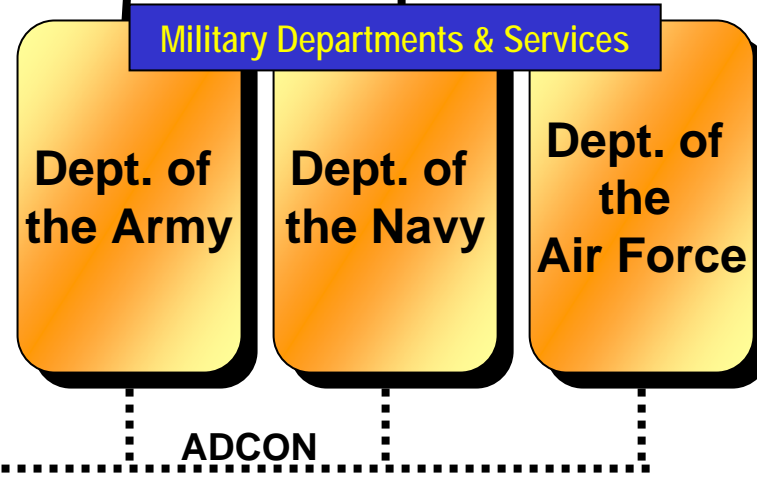
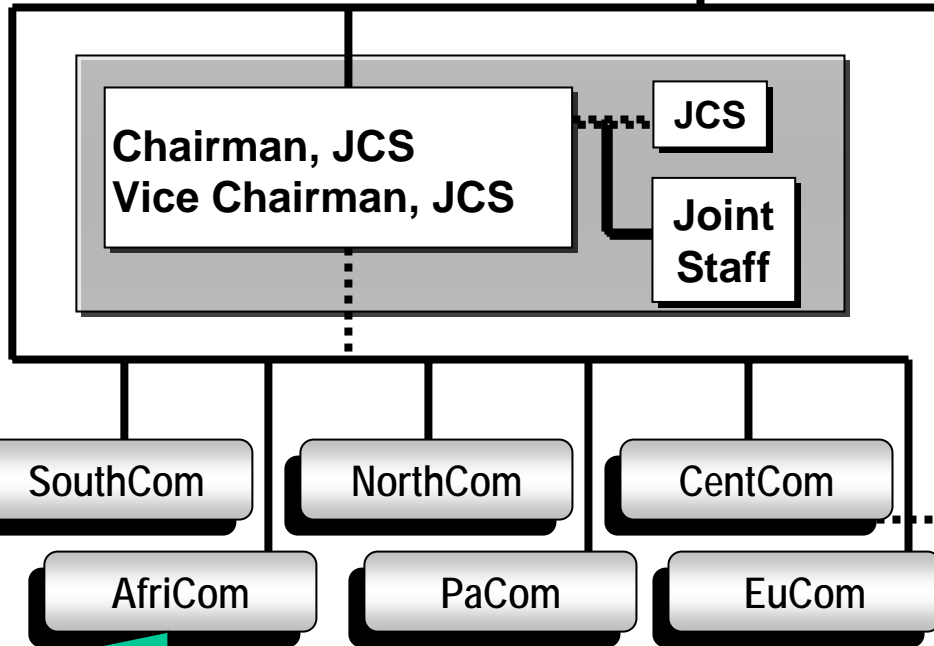
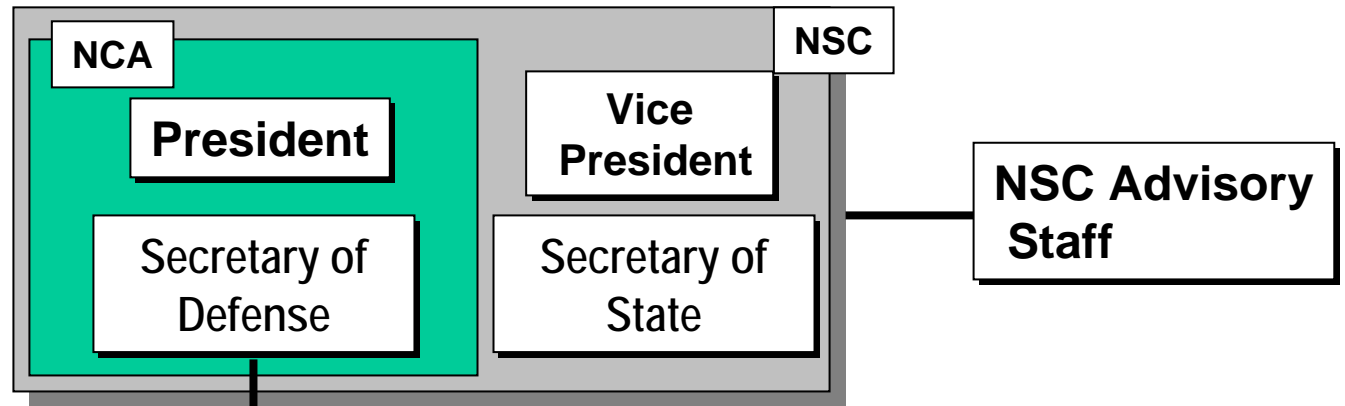
✓ Implicit Recognition of the Need for Structural Reform

Logical Extension of
SouthCom Reorganization
Efforts:



Global System of Regional,
Civilian-Led Interagency
Organizations (RCLIO)

Current Organization for National Security

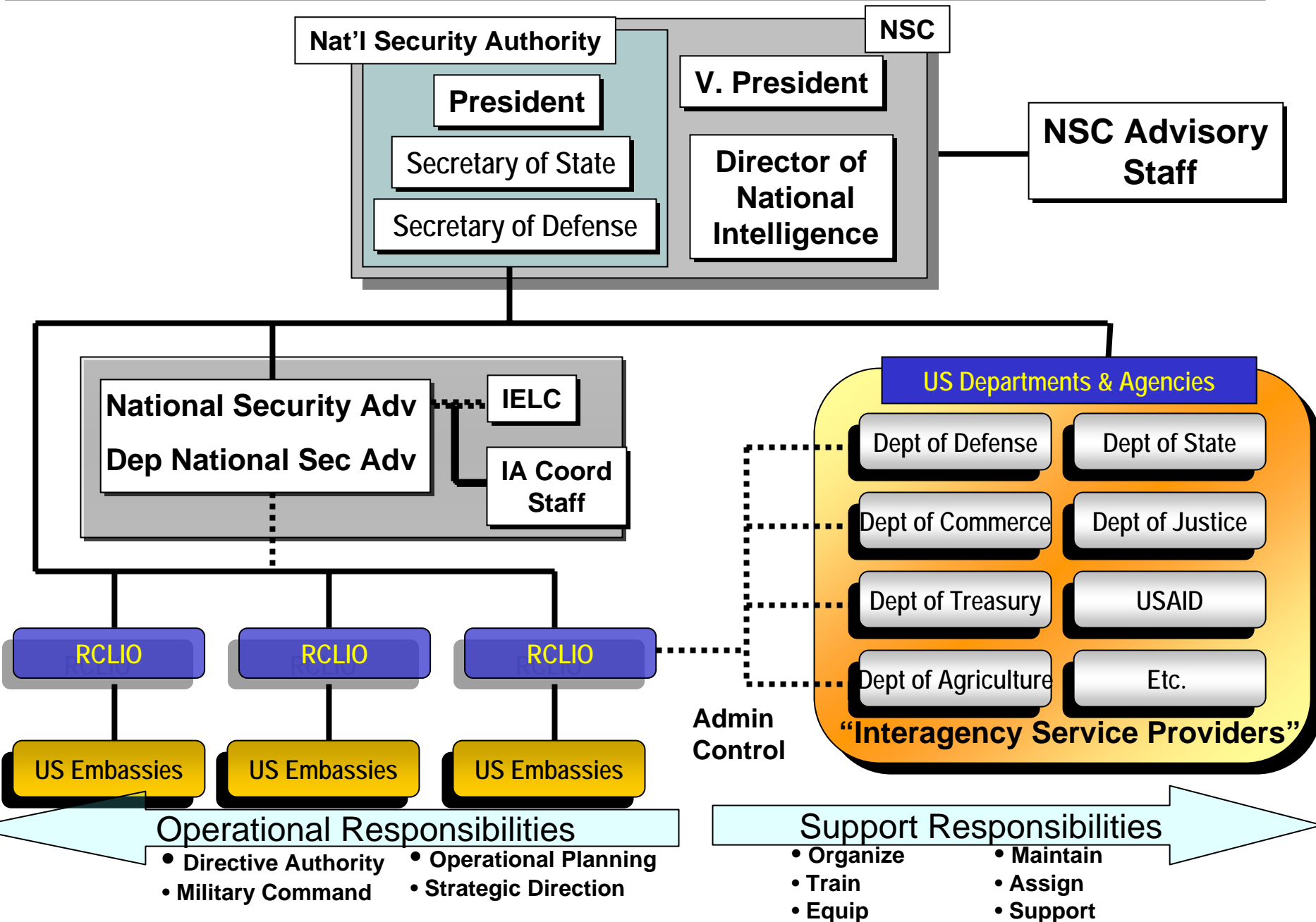


- Directive Authority
- Military Command
- Operational Planning
- Strategic Direction
- Military Advice



- Organize
- Train
- Equip
- Maintain
- Assign
- Support

Proposed Organization for National Security





Creating a Global System of RCLIOs: How Practical a Possibility?

- Far too much bureaucratic upheaval for a single bureaucratic reorganization effort
 - Revolutionary Change not the Culture of US Bureaucracy
 - Would take a significant national event as catalyst for such restructuring (e.g., WWII, 9/11, etc.)
- Incremental Approach More Realistic
 - Increases Importance of Supporting Ongoing SouthCom Reorganization Efforts



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Unified Command System

