



Are We Outsourcing Our National Security? Contingency Contractors: an Industry Perspective

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Operations Capabilities

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Spicy Quote 1

Relevancy:



“Any national military that expects to be relevant beyond its national borders will be working with the private sector.”

-Doug Brooks

Spicy Quote 2



Iraq and Afghanistan:

“Effective utilization of the private sector has ensured that Iraq and Afghanistan are the best supported, best supplied military operations in history”

-Doug Brooks

Spicy Quote 3



Int'l Peace Ops:

“The private sector is revolutionizing international peace operations - no mission could succeed without contractors.”

-Doug Brooks

Spicy Quote 4

Regulation and Oversight:



“Good regulation and oversight are good for good companies.”

-Doug Brooks

Why Contingency Contractors?



- **Surge capacity – demand driven**
- **Limitless resources**
- **Experience - retired military**
- **Capabilities, Specializations**
- **Flexibility and control**
- **Less political risk than military**
- **Use of locals**
- ***FasterCheaperBetter***

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The Peace & Stability Operations Industry

| | | | |
|------------------------|---|---|--|
| Company Type: | LSCs: Logistics & Support Companies | PSCs: Private Security Companies | SSR&Ds: Security Sector Reform & Development Companies |
| Sample Service: | Logistics & Supply Risk Consulting Medical Services Construction Maintenance IEDD/UXO/EOD Waste Management Strategic Transport | Site Protection Travel & Transit Protection Private Security Details Threat Assessment Intelligence | Security Sector Reform Economic Development Crisis Mitigation & Recovery |



Return to the 19th Century?



- **U.S. military most capable in world**
- **No longer era of mass armies**
 - **Potato peeling and gate guarding?**
 - **Treat professionals as professionals**
- **Answer to all problems = ‘more troops’?**
- **All militaries lack capabilities**
- **Contractors allow to focus on policy**
 - **Reduced burden on troops – do reconstruction**
 - **Reduced military footprint – reduce risk**
 - **Multiply military capacity**

Unregulated?



- **FAR/DFAR/DARS/ITAR . . .**
- **Gansler report – gov’t oversight is poor**
- **Good oversight vs. relying on audits**
- **Procurement issues!**
 - **Knowledgeable procurement process?**
 - **Default to cheapest bidder?**
 - **Code of conduct or trade association?**
- **Industry *follows* policy!**
- **Contracts *matter!***

PKSO Alternatives?



- **Contractors are Indispensible**
 - Critical to training, mentoring efforts, logistics, transp.
 - Operate PKOs where gov't dare not send mil
- **Contractors have Limitations**
 - Risk Managers not Morons . . .
 - Civilians not combatants . . .
- **Replacing contractors adds burdens**
 - U.S. troops in stability ops
 - Militaries from developing countries in int'l PKOs

Accountability in Chaos



- Contingency contractors mostly locals
- Non-locals should be under non-local law
 - Difficult to attract professionals when law is in flux
 - Transparency essential
- U.S. ideas
 - UCMJ not going to work
 - MEJA improvements
- *No one – military or civilian – should be violating human rights!*

Conclusions



- **Contingency Contractors = policy tool**
 - **Enormous Value**
 - **Understand limits**
- ***Not* Decision Makers**
- **Risk managers**
- **Accountability vital for confidence**
- **NOT going back to the 19th Century!**

IPOA's Mission

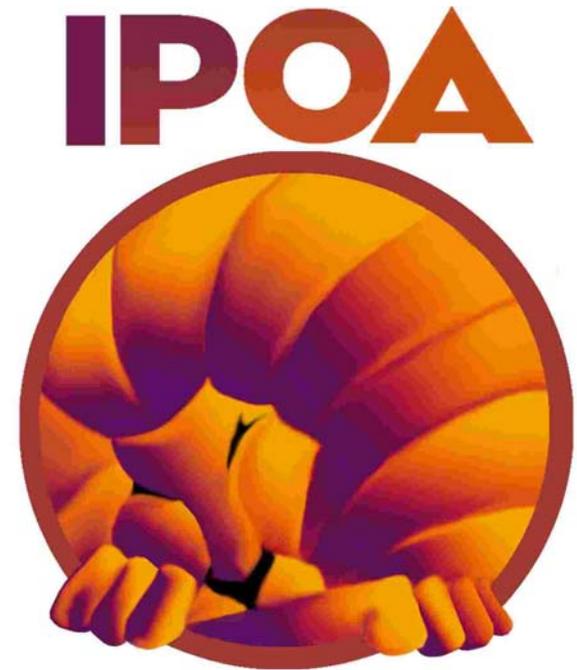


- Promote industry standards, professionalism.
- Ensure sound and ethical practices in CCOs.
- Coordinate policies with other int'l associations.
- Educate the public and policy-makers.
- Promote humanitarian utilization.
- Represent high-end of industry.
- Expand role and value of private sector.

IPOA

International Peace Operations Association

- **Not for Profit.**
- **Industry Assn.**
- **Improve PKOs.**
- **Code of Conduct.**
- **Regulation and Law.**
- **Advocacy and Education.**



Questions?

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