

Prepared Statement of  
**General Volney F. Warner, USA (Ret.)**  
President and Chief Executive Officer  
V.F. Warner and Associates

Before the House Armed Services Subcommittee on  
Oversight & Investigations

*December 5, 2007*

## Opening Statement

I believe the Committee has been provided notes from my presentation to the National War College Alumni on 25 October which served as the basis for inviting me to this hearing. I titled the presentation "Getting Past Iraq" in that my greatest interest was to ensure that we come up with a better solution to assist future failed states where U.S. vital national interests are involved without resorting to the deployment of conventional military force. The U.S. can not resolve most of the instability of the world militarily. Winning all battles is not excellence, excellence is achieving your goal without fighting. The best way to win wars is to make them unnecessary.

If there truly is to be a global Islamic movement and our "enemies" are extremists, non-state players using asymmetric irregular warfare, then the nature of future conflict which includes both hard and soft power is more political than military. As such, we need to fashion a better interagency preemptive response. Let's call it Counterinsurgency (COIN). How should we proceed?

First put together an overarching National Counterinsurgency Plan to start the process. The National Plan should be built from the bottom up by integrating those counterinsurgency plans as coordinated between Regional Unified Commanders, (CINCS), and their Ambassador counterparts. Priority should be given to failed states where a vital US national interest is involved. The Congress should mandate and fund the "soft power" agencies of the US Government to enable them to perform their part of the interagency task to include: State Department, U.S. Agency for International Development, Central Intelligence Agency and a U.S. Information Service to name a few.

A new Department of Stability coequal to Defense and State in authority and funding may be required to manage the effort at the national level under the watchful eye of a Special Assistant to the President. Then microcosm country teams (PRT's) should be trained and tailored country-by-country to support forward deployed U.S. Ambassadors and their Military Assistance Advisory Group staffs (MAAGS) in working with the local populations in a counterinsurgency efforts at the provincial level. Secure, Hold and Build is a good paradigm descriptive of team activities once deployed. The objective should not be to impose our political and economic ideals on the locals but to devise and fund plans supportive of both their and our interests in the Region.

Only when it appears an advisory effort has failed, will the President be faced with the critical decision of whether to deploy conventional military force, or withdraw support, or seek multilateral support.

Volney Warner