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HOUSE COMMITTEE ON ARMED SERVICES
SUBCOMMITTEE ON TERRORISM
UNCONVENTIONAL THREATS AND CAPABILITIES**

**STATEMENT OF
BRIGADIER GENERAL ROBERT H. HOLMES
DEPUTY DIRECTOR OF OPERATIONS
UNITED STATES CENTRAL COMMAND
BEFORE THE
HOUSE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON TERRORISM, UNCONVENTIONAL THREATS
AND CAPABILITIES
ON IRREGULAR WARFARE
FEBRUARY 26, 2008**

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**STATEMENT OF
DEPUTY DIRECTOR OF OPERATIONS**

BRIGADIER GENERAL ROBERT H. HOLMES

**HOUSE ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON OVERSIGHT AND INVESTIGATIONS
SUBCOMMITTEE ON TERRORISM AND UNCONVENTIONAL
THREATS AND CAPABILITIES**

TUESDAY, FEBRUARY 26, 2008

Good afternoon, Chairman Snyder, Chairman Smith, Ranking Member Akin, Ranking Member Thornberry, and members of the subcommittees. Today, I will provide you a brief description associated with organizations and activities that include our interagency partners as CENTCOM pursues the lines of operation associated with irregular warfare and stability operations. In these organizations – the Joint Interagency Coordination Group, the Effects Synchronization Committee and our emerging Irregular Warfare Fusion Center, you will see we are pursuing horizontal and vertical integration of component war fighting activities with other Interagency instruments of power. This will provide not only kinetic combative effects associated with traditional military operations, but also positive effects along the lines of diplomacy, governance, intelligence, information, economic development, law enforcement, threat finance, as well as societal and cultural development.

In addition to these three organizations at the Combatant Command Headquarters – there are three interagency coordination activities at a tactical level

within our component organizations (I would be able to discuss these further in a classified forum).

CENTCOM understands that the protracted nature of irregular warfare requires joint forces working in concert with the interagency and our multinational partners, with persistent presence and sustained effort over a long duration. The Department of Defense Directive 3000.05 and the Irregular Warfare Joint Operating Concept serve as policy guidance for our efforts.

The battlefield lessons of the last five years demonstrate that conventional military operations are but one component in a vast array of capabilities the USG has at its disposal to defend and preserve national security interests. We have achieved success in the security line of operation against mid and some senior level al-Qa'ida and Taliban members in Iraq, Afghanistan and Pakistan. To secure these gains we must sustain and refine CENTCOM's interagency relationships and capabilities. Additionally, our general purpose and special operations forces within the CENTCOM AOR continue to benefit from the integration of USG's interagency capabilities. CENTCOM accomplishes interagency integration through our Joint Interagency Coordination Group (JIACG), the Effects Synchronization Committee (ESC), and the role of interagency representatives at the command. We continue to refine and improve interagency integration in our irregular warfare activities and stability operations. While not seamless, interagency integration continues to make demonstrable progress in the Iraq and Afghan theaters. First, I'd like to highlight CENTCOM's integration of the

interagency as it functions today, and then I'll cite some examples of how that capability is employed and integrated with the Joint and Coalition Task Forces in Iraq and Afghanistan.

The Joint Interagency Coordination Group, formed in 2001, is a multifunctional advisory and coordinating element that works across directorate lines to integrate interagency capabilities, resources and authorities into USCENTCOM operations and plans. The JIACG has liaison officers in Iraq and Afghanistan with Multi-National Force – Iraq, the FBI Baghdad Operations Center (BOC), Iraq Threat Finance Cell (ITFC), and U.S. Embassy Kabul. These liaison personnel maintain the conduits necessary for Interagency and CENTCOM operations and planning. CENTCOM hosts interagency representatives from DOS, DOJ, DHS, DEA and Treasury, providing both their headquarters and this command with planning and coordination capabilities against global terrorist threats.

Operationalizing interagency activities within CENTCOM is accomplished through the Effects Synchronization Committee. The ESC is composed of a series of working groups and a bi-weekly secure video teleconferences with DIA, DOJ, Treasury, DHS and DOS. ESC Accomplishments include developed of a criminalization process tied to INTERPOL; as well as assisting in financial sanctions, Department of State demarches, interagency information sharing, rewards programs, and enabling effective strategic communications.

Ongoing Interagency and DOD activities:

CENTCOM POLAD and the JIACG DOS liaison are the command conduits for information sharing between Main State and the Embassies. Additionally, the DOS and the DOD-lead Provincial Reconstruction Teams (PRTs) are an interagency entity designed to build provincial government capacities in Iraq and Afghanistan. PRT members are also provided by USAID and USDA.

As part of the Presidential-directed civilian surge in Iraq, additional PRT's were embedded with brigade combat teams. DOD utilized reserve military and DOD civilian personnel to meet the immediate surge requirement.

Additionally, to augment Afghanistan PRT's, the National Guard Bureau sources Agri-business Development Teams (ADT), partnered with U.S. Farm Bureaus and universities providing agronomy expertise to Afghan farmers and government agriculture programs.

The Treasury Department in concert with CENTCOM is denying terrorist and insurgent groups access to financial resources through designations. The Treasury Department also co-leads The Iraq Threat Finance Cell (ITFC) to disrupt the flow of money to terrorists and insurgents. Treasury was instrumental in the development of the Executive Orders aimed at Iraq insurgents, al-Qa'ida, the Taliban and Hezbollah, and those individuals and entities responsible for committing terrorist acts. Many of the coordinative efforts on the implementation of these executive orders between CENTCOM and Treasury take place in the ESC.

The DOJ's Liaisons to the DOD Combatant Commands serve as conduits for Counterterrorism, Counterintelligence, Counterespionage, and Law Enforcement information; provide an Justice perspective to the DOD in their efforts to fight global terrorism; keep the DOJ Executive Management apprized of these efforts; and, where appropriate, leverage and coordinate the capabilities and resources of both agencies to prevent, deter, and respond to terrorism and other threats to national security.

CENTCOM Counter-Improvised Explosive Device Task Force (C-IED TF) works with the Justice, Treasury and Commerce to disrupt the effects of IED networks.

The DEA's two interests in Iraq at this time are: the prosecution of former Ba'athist regime elements and investigation of illegal drug sales that add to insurgent financing.

In Afghanistan, the DEA assisted in creating the National Interdiction Unit (NIU), a counter drug organization and the Counter Narcotics Police of Afghanistan. The DEA also co-sponsors the Interagency Operations Coordination Center (IOCC) in Kabul. The IOCC is a joint UK/US venture with the mission to coordinate and de-conflict law enforcement counter drug operations.

In conclusion, interagency collaboration over the past five years has matured to a point where the establishment of an Irregular Warfare Fusion Center (IWFC) is the logical next step in greater interagency integration for current and future threats. The IWFC will be CENTCOM's operations, intelligence, and

interagency focal point for orchestrating persistent, coordinated, and synchronized effects.

Thank you for the opportunity to meet with you today.