

KT:

That's me ... you don't realize what an amazing opportunity you have. The biggest supporters of what you do are guys like this. In the last 10 years, our military, particularly our combatant commanders have understood that, as they say, "You can't kill your way to power. You can't kill your way to success." We've got an opportunity now to hear from the three guys who are combatant commanders. What that means is the military stands up, and we will have a map in a minute to show you what combatant commands are. The military has a number of commands. The combatant commanders are the tip of the spear.

These are the people, men who are responsible, and someday women, who are responsible for the United States Military forces in large parts of the world. I want to ask you, because you don't really have a lot of experience, I saw how many veterans stood up, most of you don't really know what these guys do. We are going to ask them. I wanted to start with ... I think we'll start with you, General Craddock. Let me ask you what a typical day is like in the commands that you've had in the European Command as well as in the Southern Command. What's your day like?

General Craddock:

Thanks, first of all, KT, for the opportunity to be here and for that question, and to the Global Leadership Coalition, I certainly appreciate the time that we'll spend here today with you. In the interest of full disclosure, I must say that it's been several years since I left U.S. Southern Command, a few less since I left European Command. My wife is prone to tell me over and over again, as the older I get, the clearer and clearer is the recollection of things that never were. I will do the best I can here with you today.

U.S. Southern Command, 19-20 countries, Caribbean Basin, Central America, South America. Every day was a challenge and it was a different challenge from my colleagues sitting here on the stage with me, in that I believe what you will hear from them is more of an issue of nations in their region with national security problems as well as public security problems. Military and police, different threats.

Southern Command by and large, absent a couple of countries who had some border issues, was basically issues with transnational organized crime threats, and it was a public security issue unless the public security resources were unable to counter these transnational threats as organized crime threat, read traffickers. Then it got to be national security level and different resources were applied from different angles to counter that.

My day to day was, first of all, security cooperation. Large title, what is it? It's a lot of things. It's promoting security from the perspective of national security and where possible, with authorities granted,

promoting public security, moving into the policing realm if there was a threat to the national security in a specific country, and we had a couple of those in South Com.

There was also promoting and enhancing stability. How did we do that? In many ways, through interface with U.S. mission, with all of the different representatives of U.S. departments and agencies at the mission, seeing how we could leverage our capability in the Department of Defense, in certain areas where others do not have capability to make enablers, as I heard the term earlier, enablers for them to be able to do the job better, easier, with more lasting greater impact, then promoting prosperity to the extent we could do that.

At one point, I was on the Hill as the Commander of the U.S. Southern Command, advocating for the Central America Free Trade Agreement. Because if trade enhanced, prosperity enhanced, that would mean we would further security, the reason that people turn to alternate forms of government would be reduced and it was a win-win proposition. That was, by and large, a day.

If you look at it cyclically throughout the year, we had training exercises, that is in the security assistance where we try to enhance our friends and allies and neighbors' military capability. We would plan those, we would prepare, we would conduct, so we were always in a cycle of training exercises.

We also had both planned and reactive humanitarian disaster response. We would plan exercises and disaster response, unfortunately, because of the nation, we would have to respond to disasters and provide our capability, and then also the humanitarian assistance which, in my judgment, was ... the greatest return on the investment that we made in U.S. Southern Command, was the conduct of humanitarian exercises and providing medical capability exercises, MedCap, we called them, or dental or veterinarian to the rural parts of the nations of the region. That kept us busy all the time.

KT: Great. That was an easy day. Now we are going to ask a guy, General Ward, whose responsibility was to set up and to stand up, it's called in military terms, the Africa Command. The United States didn't have a military command devoted just to Africa until General Ward took over, so what was an average day for you like?

General Ward: I think I'll concur with John. First of all, it's great to be here this evening and I guess you've had a great day. We've already told how wonderful the previous speakers have been, so we know we've been set up and nothing is between you and the rest who are in, whatever that is except us. We will try to enlighten you as best we can,

understanding that nothing will work at this hour today, but we'll do our best.

First of, all it was an absolute pleasure and joy to establish a command for the first time that caused our nation to recognize a part of the world that had an importance to it that we still don't quite understand, but clearly a step taken to recognize the important part of our global commons that would mean so much to us today, but importantly 20 and 50 years from now.

As we endeavor to create a command to stand up AFRICOM, such that it, as it endeavored to ensure our national security interest, but at the same time related to our partners and friends on the continent in the ways that they understood, we were certainly faced with a daily set of opportunities that we were all, who were part of that endeavor, very, very happy to be associated with.

We had to build a team, we had to establish relationships, both here in the United States as well as with our friends on the continent of Africa. We had to stop relations with our friends around the world who had likewise interest on the continent of Africa. We had to ensure that those things were being done, as General Craddock mentioned, the military activities of building partner capacity, various humanitarian exercises, things that we were doing complemented the work that was already being done on the continent by those who were here ... to talk about.

Our partners who were responsible for development and as well as those diplomatic efforts that helped guarantee security. It was no day that was a typical day. This was a dynamic environment as we looked at what we were doing from the counter terror role because clearly on the continent, that was a part of our mission set. How we dealt with counter terror activities such that they were, in fact, complementing the things we were trying to do in so far as the other activities were concerned.

Putting all of that together with a very diverse and new team, teammates from across our government, teammates from across our services, teammates that were from across our private sector who already had interest on the continent, causing them to understand, as best we could, that we were there to be a force to support, assist and reinforce their efforts as opposed to a force that was there to take over their efforts.

As we worked to do this, as we worked to build a team of sailors, soldiers, airmen, Marines, Coast Guardsmen, civilians, causing them to know that we were in fact working in ways that complemented every

other member of the team, this business of partnership of teamwork, all working together to help create a term that I called stability, if we have stability, then our national interests are, in fact, being served in the best way possible.

Those days were days that were long, they were days that were complex, there were days that were different from one another and there were days that were filled with the hope of a tomorrow because of our work on a continent that, up to that point in time, had been fragmented to the work of three separate commands now being focused, put the attention of a single command.

KT: I think it's important to note that what General Ward did when he set up and stood up to Africa Command, it was one of those ... it's the first time that United States military has, from the very beginning, incorporated in the civilian element into your command.

General Ward: I believe I saw my initial civilian deputy here. Where is Ambassador Mary Carlin Yates?

KT: Oh, right over here.

General Ward: There she is. Hey, Mary! That's exactly right. We had a first time ever, from the outset, a civilian deputy with the command, and valuable.

KT: I guess you must have done a really good job. Congratulations. Now, I want to turn to probably the hardest working guy on the planet, Admiral Harward. You're the Deputy Commander of Central Command. That sounds like it might be easy. It's countries like Afghanistan, Pakistan, Iraq, most of the Middle East Arab countries. I can't imagine there is ever a typical day for you, but try to walk us through some of the challenges you faced.

Admiral Harward: I'm just encouraged, KT. You and your predecessor, neither one of you mentioned Syria, to start off with.

KT: Oh right, Syria. We're going to get to that in a minute. That's your second question.

Admiral Harward: I would tell you. I am honored and happy to be here today, and I'm encouraged because we're the preponderance of ... the last 12 years I've been in Afghanistan and Iraq, where I was commonly referred to not only by my counterparts in the Afghan Army as a General, but also my American bosses such as Dave Petraeus and Stan McChrystal just called me General and told me to get over it, so to speak. To be here with my two Army brothers, but more importantly to be here with the

mother of a Naval officer and to be with the Navy family where we are on an equal setting here is encouraging.

KT: I have a feeling that as a Navy SEAL, he can hold his own in any company.

Admiral Harward: As you know KT, we are coming out of 12 years of war in Iraq and Afghanistan. We are finishing the transition to the government of Afghanistan here and that will occur, as you know, we just handed over Security Milestone 13 this week and we are moving forward to the final transition through the end of 14. I'm encouraged when I see young officers like Pete Dixon, you had the video. Those individuals who have worked from the bottom-up with all the elements of power, non-profit organization, NGO's who understand the granularity and all the capabilities they bring to the field.

I've seen that the past six years, mature in a way like could not happen in a top-down approach. This had to happen on the ground where those people doing the work had their fingers on the ground working together to understand it. Because as we come out of these two conflicts, my crystal ball, its batteries have run down. I can't tell you what it's going to look like next year, the year after, but I know we are going to need that same understanding at the tactical and operational level to do the things we need to do to prevent conflict.

Unfortunately, the experiences we've learned over the last six, 12 years or so have been post bang. We need to codify, implement those procedures and that capability that the Department of Defense brings to bear in this partnership to avoid the bangs. I'm really focused on the work you're doing and how we codify that, develop those techniques, procedures and training to ensure we move forward, leveraging what we've learned last 12 years. CENTCOM's very focused as we look at some of these areas, such as Syria right now.

Today, I don't want to talk about current operations, but I will talk about what we've learned and where we are going and how we are going to have to bring that capacity to bear to meet our national security objectives.

KT: Great, I am going to ask you that question in a minute. General Ward talked about, especially having an ambassador as his number two, talked about U.S. government employees, whether they were military or civilian. I want to ask you, General Craddock, especially in your position, Southern Command, where you were dealing with Latin America and South America, you had to deal with humanitarian disasters, humanitarian relief and you often had to work with a flurry of NGOs, non-government organizations, people who maybe didn't

even think very well of the United States Military. How were you able to pull all that together?

General Craddock: Sometimes quite difficult like, let me use for an example, storms that moved into Guatemala while I was down at SOUTHCOM. What we were able to do was not fix the problems created, mud slides, villages completely covered, bridges washed out, people without food, power, but we were able to bring capability in for others who do that. We quickly could bring in, at a moment's notice ... and all the ambassadors knew this ... that we had the authority for 72-hour response without further authority from the Department of Defense.

If they call and they have a problem with life and limb, indigenous people of the nations, then we could respond. We could move in, command and control. We do that pretty well. We can move in communications so that we can provide communications to NGOs, government agencies, indigenous nation, host nation folks, so we could at least coordinate the effort and then transportation capacity.

Helicopters, fixed-wing, and we could move a lot of stuff, whether it's medicines, food stuffs, whatever the case may be, to large airport locations, capital cities, and then forward into the countryside, wherever the emergency exists.

The first thing was to get people on the ground, open up with the chief-of-mission ambassador, find out what he needed, where he needed it and then use the ambassador's capability, the embassy, the mission, as the nexus of all the support provided. If we go out on our own, we're going to get it wrong. We have to coordinate the effort through the host nation NGOs, international NGOs oftentimes come in a little bit later, but with incredible, enormous capability and we are there then, to be able to move that forward as required.

KT: I want to go and talk about Africa. When you set up the Africa Command, as you pointed out, you have a civilian component as well as a military component. Look at the flashpoints of the world today. Your job, as you said, was to prevent conflict. How are we doing in places like Mali, for example, or in other parts of Africa or other parts of the world?

General Ward: This is a partnership, KT. The command, as is reflected with those of many of the combatant commands, works in conjunction with partners, as John mentioned. We work closely with our ambassadors on the continent. We work closely with the departments of the state. In my case there were two, Near East as well as the African Bureau to look at how our policy has been stated for a region and the region is important. It's not just a country.

Africa, a continent of now, today, 54 nations including its island nations, they are all different, complex. The regions are different, so as we work with the various embassies, the African Bureaus as well as the Near East Bureau, our main endeavor was to cause what we did, those things that we brought, our capabilities, as you've heard a bit of those to complement, to support.

My motto was "We will add value and do no harm" and the first key was understanding, building relationships, understanding, as I said, someone else's point of view, getting out of our foxhole, going down range, looking down what we're doing and how does it fit with the overall set, and that understanding, as we worked, was an understanding that we were able to use, hopefully to help bring stability.

It's not perfect, but clearly it is a reality that things are improving and then getting better because of how we are coordinating and complementing the capabilities that we bring to a particular area and according to that national interest and that coordination and complementarity comes through our defense work, our development work, our diplomatic work, working in ways that are harmoniously creating an impact that clearly is in our best interest as Americans, but equally important being seen as an interest of our partners and friends on the continent of Africa so that they see our work as also being beneficial to them and their further development increases stability in their homes.

KT:

Let me ask, turn to the man who is now actually right on the frontlines. Admiral, I was struck by when you said a few minutes ago, that there are lessons learned. After Vietnam, we unlearned a lot of lessons. We have, as you said, we've spent 12 years at war and we have learned, and often the hard way, some important aspects that we need to carry forward.

I always think about that last scene in *Charlie Wilson's War*, where the United States, in conjunction with our allies in Afghanistan, that helped defeat the Soviet Union and the effort is tried to make on Capitol Hill and Gus was saying, but we need aid for schools, we need humanitarian assistance and Congress just doesn't, and you're left with that question of what if, if only, maybe things would have been different. Can you talk about the challenges and how you plan to make sure that United States Military doesn't forget those lessons that we've learned?

Admiral Harward:

Yeah, that's a great question, and it's not just our effort. I think we bred a whole culture within the other elements of power in the U.S.

Government and understand them. I think of ambassadors like Anne Patterson, who served in Pakistan. We worked closely together on border issues, who is now the Ambassador to Egypt, who was the forefront in working with Congress on how to move forward with foreign military sales, foreign military funds. She became the main spokesman and when she went to the Hill, she called me, "Bob, come up here and help me explain this."

It wasn't DOD pushing that agenda. Traditionally, a DOD, but the ambassadors, so these ambassadors and the country teams understand this as well. As you know, we do not conduct any operations in a country without the approval and understanding of that chief-of-mission in that country team. That's built a culture that I think is going to permeate for years to come. Those individuals who served at those PRTs in Afghanistan, those ...

KT: You have to explain it English, what is a PRT?

Admiral Harward: I'm sorry. They are provincial reconstruction teams, where they integrated all the elements of power together to tactical level, to bring in military engineers who could plan and work, contract with foreign governments to pay for the funding, NGOs who would coordinate with the local villages to bring these services online, so those tactical-level officers who will make careers and grow, I think they will take with it. We therefore, then need to inculcate that into our doctrine, our training, our techniques and you're starting to see that happening. If you look at some of the manuals General Petraeus and General Mattis did on COIN, you're now starting to see ...

KT: COIN?

Admiral Harward: I'm sorry. Counter Insurgency Operation, I'm sorry, KT. Excuse me.

KT: I'm here to keep you honest.

Admiral Harward: You're seeing now that permeate out into our training standards at the tactical levels and those understanding, so that when that young captain is going through his qualification course in how to deal with a village, he knows and understands, "This is how I reach out to USAID, this is how I coordinate with the Embassy". He is aware of with that.

I can tell you up until my operational level of war, I had no understanding of that at all. We bred a whole new generation who understands the value and capacity all of these organizations bring together, and I hope that's happening in those other organizations as well. I'm optimistic and we'll have to see how it plays out here.

KT: We are going to turn this over to questions from you, but before we do that, I want you to understand, these guys have three and four stars on their shoulders. A young seaman or a corporal is going to look at these guys, he is going to be, his knees are shaking so much, he can't even talk. We are going to make them sound warm and fuzzy and ask them a couple of personal questions in a rapid fire. General Ward, since you are scratching your nose over there, I want to ask you, what books are on your night stand?

General Ward: What books are on my nightstand?

KT: We don't want to hear Thucydides, *Encyclopaedia Britannica* ...

General Ward: No, not at all. It's not they ... the Bible's on my nightstand. I read the Bible, my manuscript is there in preparation. It's a work-in-progress. I guess you're talking about other sorts of books as well.

KT: That's enough. We'll all buy the book when it comes out.

General Ward: There is one though, one that does. Former secretary... Deputy Secretary of Defense, Gordon England, he and I are both from Baltimore, and we're old Baltimore Colts fans. I don't know anything about the Indianapolis Colts, the Baltimore Colts. I am currently reading Johnny Unitas, which is a great quarterback for you youngsters. There you go, Johnny Unitas.

KT: I want to ask you, General, if you got to be deployed overseas again, the President calls you and says, "We need you, General," what are you going to do for that last meal that you have before you go anywhere?

General Craddock: Have it at home with my family.

KT: This is a man who obviously has been married happily for a long time

General Craddock: Indeed, indeed.

KT: Admiral, what about you? What books are on your nightstand?

Admiral Harward: I'll tell you one that's really got my interest. There's certain books over the last couple of years that have really, you need to read to understand where we are. The one that's gotten my attention lately is by Michael Oren, the current Israeli Ambassador to the U.S., *Power, Faith and Fantasy*, and it really understands how we got into the Middle East, what our foreign policy and I think in-line, a very good understanding of why we are doing the things we are talking about here today, It's a riveting read.

KT: A part of the world that really goes back 4,000 years and a conflict that you may be new to, but nobody else is. I want to throw this open to the audience. We have microphones standing in three points, we obviously have people already lined up, and let me start over here and if you say who you are, what organization you are with, and if there is anyone on the panel you want to throw your question to. Remember, I'm in television, so I know how to cut people off.

Julius: My name is Julius Coles. I'm with Morehouse College and I want to direct this question to General Ward. General Ward, there is no doubt in my mind that you were a very much civilian oriented in your mission when you were head of AFRICOM. I wonder if you feel that the mission has changed since Libya and then all the developments in Bali and then with the recent announcement of the savagement of drone base in Niger. If the mission has changed, is Africa, if the Africa Command is equipped to helm the new mission? Thank you.

General Ward: The command has always had, as a part of its mission set, those things are traditional combatant commands also do. When the command was stood up, the focus was also on these other things, so therefore, the notion that we're already doing these, also that are being headlined today, wasn't a part ... they weren't a part of what was publicized. The command has, at its core, capabilities as any other combatant command, but it also looks to do those things in a way that also highlights the importance of, as we are addressing here, those other parts of our national council power that are truly the long-term guarantors of stability.

While the focus seems to be on today, has gone on in places like Mali and Libya and elsewhere, to be sure, their focus still remains on those other military to military activities, those developmental activities that the military can support and enhance, as well as those sort of things that go into helping to build a more stable environment because of the complementarity of our functionalities.

Is the command totally equipped to do that? I think the command, we continue to go through a process of amassing those other capabilities, but there is no doubt in my mind that if they are required, our national command structure, such that through the apportionment of forces and the decisions to dedicate forces or capabilities to the command, that would, in fact, be present and would be there.

KT: I got to interrupt to this point and say that the only people who aren't ranked three and four stars are Admirals or Generals are Cabinet officers, and we have a Cabinet officer who is standing by, ready to talk to you. I am sorry that all the questions that all of you have lined

up to ask, I am going to just speak on behalf of my colleagues on this podium as I am sure that they'd be delighted to maybe answer your questions in private after the program.

Right now, we have got to exit so that you can listen to the Secretary of Treasury. Thanks so much for all your patience and cooperation. Thank you. Gentlemen, thank you.

Male: Thank you.

Female: Thank you, they are fabulous. Thank you, gentlemen. While we're setting up up here, I have one thing I want to do before we introduce our last innovation. Everybody, when you walked in, you got a card. It is baseball season and in my house, that is a big deal and I am married to a Bruins fan and I grew up as a Hawks fan.