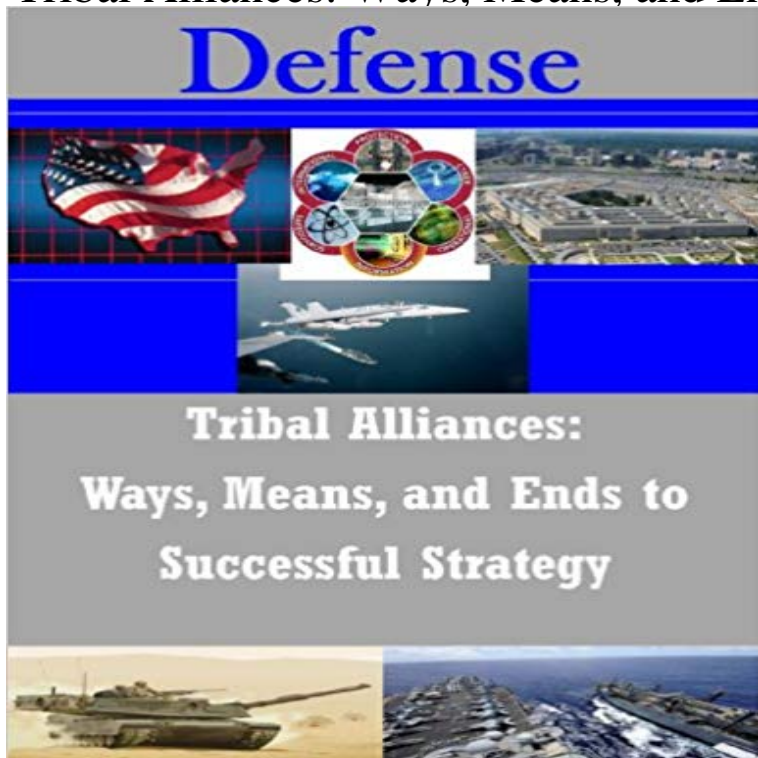


Tribal Alliances: Ways, Means, and Ends to Successful Strategy



To be successful, National Security Strategy and National Military Strategy must utilize all elements and tools of power at their disposal. In a military area of operations, particularly in countries in the Middle East that are lacking adequate traditional state-based public administrative organizations or institutions, U.S. national military policy must recognize the value that tribes can bring to the spectrum of military operations. Recognition of the potential value of tribal organizations, particularly in the arc of instability stretching from the Western Hemisphere, through Africa and the Middle East and extending to Asia, is a must to enhance successful peace and stability operations. The following conclusions and recommendations are offered to further facilitate national military policy success. Four conclusions, linked to the essential elements of analysis and the thesis at large, were found to be of value. First, tribes are not considered explicitly in the National Security Strategy or the National Military Strategy of the United States as a tool of military power. Some implicit linkages can be assumed. Second, tribes offer value in all bands of the spectrum of military operations from pre-crisis access to conventional warfare. Third, when considering tribal alliances as a tool for success, recognize and evaluate thoroughly the advantages and disadvantages of utilizing tribal resources. Finally, throughout history, both past and present, tribes have delivered functional capability (intelligence, security, combat arms, etc.) to successful military operations. In light of the conclusions offered, three recommendations are provided. First, make tribal partnerships an explicit tool of national security policy. The example of the Northern Alliance during Operation ENDURING FREEDOM provides an historical example of success. Second, use tribes across the full spectrum

of military operations. The successes tribes have shown in various bands of the spectrum of military operations indicate further potential for tribes as a force multiplier. Finally, use tribes across the continuum of military campaign phases, from Phase I (Deter and Engage) to Phase IV (Transition). Tendencies are to use tribes in one phase of military campaigns.

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