Stability, Security, Transition and Reconstruction Operations Conference

Falls Church, VA

27 - 28 November 2007

Agenda

Tuesday, 27 November 2007

Keynote Address: Lt Gen James N. Soligan, USAF, Deputy Chief of Staff for Transformation, Allied Command Transformation

“Transportable Infrastructures for Development and Emergency Support (TIDES)”, Dr. Linton Wells, Distinguished Research Fellow and Force Transformation Chair, Center for Technology and National Security Policy, National Defense University

Panel: Interagency Training Policy

- Mr. Rob Blandford, Office of the Under Secretary of Defense for Personnel and Readiness
- Mr. Paul Turner, Training Advisor, Office of the Coordinator for Reconstruction and Stabilization, U.S. Department of State
- Ms. Debbie Jackson, Senior Education and Training Advisor, Office of Military Affairs, U.S. Agency for International Development

Panel: Taking Stock of DoDD 3000.05

- Mr. J. Scott Norwood, U.S. Joint Staff, Strategy & Policy Directorate (J5)

Panel: SSTR Enablers: United Nations, Private Sector and NGOs/PVOs

- Prof. John Blackton, Senior Strategic Advisor, Creative Associates International
- Mr. Doug Brooks, President, International Peace Operations Association

Wednesday, 28 November 2007

Panel: U.S. Army: Evolving for the SSTR Mission

- COL John Bird, USA, Director, Training Development and Support, U.S. Army, IC&FH

“U.S Africa Command: The Time is Right”, Brig Gen Frederick Martin, USAF, Deputy Director of Operations and Logistics, AFRICOM

Mr. Bernard Carreau, Senior Research Fellow, Center for Technology and National Security, National Defense University

Panel: New Initiatives to Enhance Interagency Unity of Effort

- Mr. John Scott, Vice President, Open Integration, RadiantBlue Technologies, Inc.

“Experimentation, Springboard to Integration”, CAPT Michael Chase, USN, U.S. Joint Forces Command
STABILITY, SECURITY, TRANSITION AND RECONSTRUCTION OPERATIONS CONFERENCE

Conference Supported by Army G-3/5/7, Asymmetric Warfare Office, Critical Infrastructure Risk Management Branch

Participants include:

▶ General Peter J. Schoomaker, USA (Ret), Former Chief of Staff, U.S. Army

▶ Dr. William Schneider, Jr., Chairman, Defense Science Board

▶ Ms. Elisabeth Kvitashvili, U.S. Agency for International Development
CONFERENCE AGENDA

Tuesday, November 27, 2007

7:30 AM–8:30 AM
Registration and Continental Breakfast

8:30 AM–8:45 AM
Welcome and Administrative Announcements
Lt Gen Lawrence Farrell, Jr., USAF (Ret), President and CEO, NDIA
Mr. Keith Skidmore, Senior Vice President and Manager, Training, Technology and Systems Group, Camber Corporation
Mr. Walt Sasser, Vice President, Government Relations, Camber Corporation

8:45 AM–9:30 AM
Keynote Address
Dr. William Schneider, Jr., Chairman, Defense Science Board

9:30 AM–10:00 AM
Lt Gen James N. Soligan, USAF, Deputy Chief of Staff for Transformation, Allied Command Transformation

10:00 AM–10:15 AM
Morning Break

10:15 AM–10:45 AM
Transportable Infrastructures for Development and Emergency Support (TIDES)
Dr. Linton Wells, Distinguished Research Fellow and Force Transformation Chair, Center for Technology and National Security Policy, National Defense University

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Panel: Interagency Training Policy
Mr. Rob Blandford, Office of the Under Secretary of Defense for Personnel and Readiness
Mr. Paul Turner, Training Advisor, Office of the Coordinator for Reconstruction and Stabilization, U.S. Department of State
Ms. Debbie Jackson, Senior Education and Training Advisor, Office of Military Affairs, U.S. Agency for International Development
Moderator: Ms. Linnea Bohn, BearingPoint, Inc.

11:45 AM–12:45 PM
Luncheon with Speaker: Ms. Laura Hall, Director, Stability Operations, National Security Council (Invited)

12:45 PM–2:00 PM
Panel: Taking Stock of DoDD 3000.05
Mr. Tim Hoffman, Director, Security Cooperation, Office of the Under Secretary of Defense for Policy
Mr. J. Scott Norwood, U.S. Joint Staff, Strategy & Policy Directorate (J5)
Mr. Joe McMenamin, Acting Deputy Assistant Secretary of Defense, Stability Operations Capabilities, Office of the Secretary of Defense
Moderator: Mr. Daniel Consolatore, Research Analyst, Camber Corporation
2:00 PM–3:00 PM
SSTR Enablers: United Nations, Private Sector and NGOs/PVOs
Mr. John Otte, President, Complex Solutions
Prof. John Blackton, Senior Strategic Advisor, Creative Associates International
Mr. Doug Brooks, President, International Peace Operations Association
Moderator: Dr. Lewis Rasmussen, Senior Associate, ARD, Inc.

3:00 PM–3:15 PM
Afternoon Break

3:15 PM–4:00 PM
Ms. Elisabeth Kvitsashvili, Acting Deputy Assistant Administrator, Bureau for Democracy, Conflict and Humanitarian Assistance, U.S. Agency for International Development

4:00 PM–4:45 PM
Implementation of the Interagency Management System
Dr. Mark Asquino, Principal Deputy Coordinator for Reconstruction and Stabilization, U.S. Department of State

5:00 PM–6:30 PM
Reception

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Mr. Walt Sasser, Vice President, Government Relations, Camber Corporation

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Keynote Address: Military Support to Civilian Agencies and Other Partners
GEN Peter J. Schoomaker, USA (Ret), Former Chief of Staff, U.S. Army

9:15 AM–10:00 AM
Indoctrinating the Interagency
10:00 AM–10:15 AM
Morning Break

10:15 AM–11:30 AM
Panel: U.S. Army: Evolving for the SSTR Mission
COL Simon Wolsey, UK, Chief, Stability Operations Division, U.S. Army, Directorate of Strategy, Plans and Policy
COL John Bird, USA, Director, Training Development and Support, U.S. Army, IC&FH
COL Jack Summe, USA, Commander, Joint PSYOP Support Element, U.S. Special Operations Command
Moderator: Mr. Gary Dekay, Camber Corporation/U.S. Southern Command

11:30 AM–12:45 PM
Luncheon with Speaker: Mr. Ray DuBois, Senior Advisor, Center for Strategic and International Studies

12:45 PM–1:30 PM
U.S. Africa Command: The Time is Right
Brig Gen Frederick Martin, USAF, Deputy Director of Operations and Logistics, AFRICOM

1:30 PM–2:00 PM
Mr. Bernard Carreau, Senior Research Fellow, Center for Technology and National Security, National Defense University

2:00 PM–2:15 PM
Afternoon Break

2:15 PM–4:00 PM
Panel: New Initiatives to Enhance Interagency Unity of Effort
COL John Agoglia, USA, Director, Peacekeeping and Stability Operations Institute, U.S. Army
Mr. Phil Kearley, Interagency Program Director, Joint Futures Laboratory, U.S. Joint Forces Command, Joint Experimentation and Concept Development Directorate
CAPT Phillip J. Heyl, USCG, DHS/USCG Representative, AFRICOM
Mr. Jon Gundersen, Director, Education and Training Project, U.S. Institute of Peace
Mr. John Scott, Vice President, Open Integration, RadiantBlue Technologies, Inc.
Moderator: Mr. Chadwick R. Gore, Joint Training Support Specialist, The Joint Staff

4:00 PM–4:30 PM
Experimentation, Springboard to Integration
CAPT Michael Chase, USN, U.S. Joint Forces Command

4:30 PM
Closing Remarks
- THANK YOU FOR ATTENDING -

Proceedings will be online two weeks after the conference. You will receive an e-mail notification once they are available for viewing.

Please return your completed survey to the NDIA Registration Desk.
The Question…

What can we do to Increase the Effectiveness of our Soldiers in the Complex Cross-Cultural Settings that will Characterize the Twenty-First Century?
Mission

Provide the US Army with mission-focused culture education and training. This includes training units & soldiers preparing to deploy, and enabling institutional organizations to effectively educate & train culture.

- Develop Culture Education and Training Support Packages (e.g., the 2007 Army Culture Training Program)
- Conduct TTT’s to support Culture Education and Training in PME
- Conduct MTTs to support predeployment training
A Complex Environment...
Preparing for an Uncertain Future…

Persistent Conflict
Army Culture Training Strategy
Comprehensive Culture Training Strategy Framework

Institutional Domain
- Individual
  - Foundational
  - IMT
  - IET/WOCC/BOLC

Operational Domain
- Individual & Collective
  - Crawl/Walk
- Individual & Collective
  - Walk/Run
- Individual & Collective
  - Run (AO Specific)

Reset / Train
Home Station Training
Commander Planned & Resourced:
- Institutional Army Provides: Doctrine, T&EOs, TSPs, TADSS, etc…
- Functional Courses with embedded culture training

Ready
Deployed Training
Commander Planned & CENTCOM Resourced/Provided:
- Human Terrain Teams
- RIP TOA / RSR Culture Training
- Reach back to TCC

Available
CTC/Mobilization Site Training
Commander Planned & Externally Resourced:
- CTCs – BCTP/JRTC/JMRC/NTC with embedded culture training
- MTTs; basic and advanced culture training
- Executive Program for Operational and Strategic leaders
- Non-CTC MRE/MRX w/ embedded culture training

Individual Domain
- AKO/UMI Websites
- Gaming and Simulations
- Reading list
Progression of Cross-Cultural Competence
Institutional Training Domain

Pyramid Logic: Training is progressive and sequential.

Evaluation
Synthesis
Analysis
Application
Comprehension
Knowledge

“What?”
Culture
American Culture
Religion (e.g., Islam)
COEs (e.g., Iraq, Afghanistan)
Application of CK

“How?”
PES
Case Studies
Discussion
Lecture

Strategic
Operational
Tactical

Cultural Awareness
Cultural Understanding
Cultural Expertise

SSC
SMA
ILE

ILE
CCC/WOAC/ANCOC
BOLC III
WOBC/BNCOC
WLC
Pre-Commissioning/IMT
Progression of Cross-Cultural Competence Operational Training Domain

Executive Seminar on Culture

Key Aspects:
- PE Intensive
- Informed by Lessons Learned

* Expectations Management

Pyramid Logic: Training is progressive and sequential.

MTT

Leader Training

Individual & Collective Training

Cultural Expertise

Cultural Understanding

Cultural Awareness

* MTTs will mature to become more focused on specific battle space, but will never scratch every itch.
Individual Culture Training: Self-Development Training Domain

- Pursue Emerging Technologies
  - AKO/BCKS/UMI as Community of Practice
  - Road to Deployment Website with Updated Cultural Information
  - Gaming & Simulations
- Culture Reading List
- Civilian Education
Concluding thoughts...
In the intercept between Humanitarian Space and Battle Space:

Do we have right players in the right slots?

Professor John Stuart Blackton

CREATIVE Center for Security & Stabilization

Stability, Security, Transition and Reconstruction Operations

Humanitarian Space

Battle Space

Stabilization Challenge:
The capacity to deliver results in non-permissive settings
The Space in the Humanitarian/Battle intercept can grow quite crowded
Who can do what?

U.S.PRT Jalalabad June 2007

Easy
- Build schools
- Build wells
- Build clinics
- Distribute medical supplies
- Build agriculture systems
- Implement Job programs

Sensitive
- Support Elections
- Support DDR
- Support ANA and ANP
- Improve Human Rights
- Improve Governance
- ‘Rule of Law’
- ‘Enduring Security’

Difficult
- Counter narcotics
- Influence warlords
- Mitigate conflict
- Foster sustainable economy
- Promote stable democracy
- Building Self-Sufficiency

Who can do what?

‘Reconstruction and Development’
This is one way....
But not the most efficient
This approach feels good…. but is neither scalable or sustainable
Who can respond to which challenges?

U.S.PRT tasks Jalalabad June 2007

**EASY**
- Build schools
- Build wells
- Build clinics
- Distribute medical supplies
- Build agriculture systems
- Implement Job programs

**SENSITIVE**
- Support DDR
- Support Elections
- Support ANA and ANP
- Improve Human Rights
- Improve Governance
- ‘Rule of Law’
- ‘Reconstruction and Development’

**DIFFICULT**
- Counter narcotics
- Influence warlords
- Mitigate conflict
- Foster sustainable economy
- Promote stable democracy
- Building Self-Sufficiency
- ‘Enduring Security’

‘Rule of Law’

‘Reconstruction and Development’

U.S.PRT tasks Jalalabad June 2007

Who can respond to which challenges?
Civil and military endstates are not the same.
Military actions are driven by political objectives.
Humanitarian actions are - or should be - driven by concern for the civil population.
When human rights is a key political objective, potential for cooperation is highest.
If the population is or becomes a military target, cooperation is very difficult for humanitarian actors.
Civil Military Coordination: the conventional paradigm

### Dimensions of CIMIC

<table>
<thead>
<tr>
<th>Domestic Civil-Military Relations</th>
<th>International Traditional Focus of Humanitarian Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Focus of Military CIMIC</td>
<td>International Civil-Military Relations “UN-CMCoord”</td>
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<table>
<thead>
<tr>
<th>Military</th>
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<td>Domestic</td>
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<td>International</td>
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</table>
Some of the limits to CIMIC

**CIMIC works best when:**

- Security exists.
- Civil authority predominates.
- International legitimacy is apparent and unambiguous. (Non-belligerent occupation.)
- The host-population is supportive.

*But such situations are rare!*
Can militaries work with NGOs?

- Yes and No. It Depends.
- NGO principles – *humanity, neutrality, impartiality* – are sacrosanct.
- NGOs wary of “belligerent donors”.
- NGOs must abide by their Codes of Conduct and will be held accountable.
- NGOs are accountable to their beneficiaries, donors and Boards.
- NGOs prefer the military to provide humanitarian assistance *only* in exceptional circumstances – avoid dependencies.
It would be nice to be able to give them all direct orders.

CIMIC Actors

Therefore...
...the military cannot work in isolation!

Competing Interests!

Cooperation or Chaos?
SSTR: Who is in Charge? When?
Bureaucratic uncertainty: part of Stabilization
TAKE-AWAY FROM THIS SESSION:
FOR-PROFIT FIRMS WITH THESE SKILLS NEED TO BE BUILT INTO DOCTRINE, TRAINING, PLANNING AND FINANCE FOR SSTR

- Local/Municipal Governance
- Agriculture & rural employment
- Elections
- Education
- Public Health
- And more
THANK YOU!

Professor John Stuart Blackton
National Defense Industrial Association

Interagency Training Policy
Mr. Paul Turner, Training Advisor, S/CRS,
Ms. Debbie Jackson, Senior Education and Training Advisor, USAID/ Office of Military Affairs
Mr. Rob Blandford, OUSD Personnel and Readiness
Integrated Training for Reconstruction & Stabilization Operations

• How we got here
  – Realization that:
    • We weren’t training to be most effective across the government
    • Were creating a seam between military and civilian practitioners
  – Within DoD:
    • Training Transformation (T2) COCOM training shortfalls
    • DoDD 3000.05 “training policy that promotes interoperability with relevant U.S. Departments and Agencies”
  – Government-wide initiative
    • NSPD-44
  – Resulted in a series of workshops over the last year
  – Senior Leader Roundtable 13 February & 11 September 2007
    • 8 May Memo signed by OSD, USAID, S/CRS
    • 11 September memo under final IA review
Integrated Training for R&S Operations

1. Institutionalize an integrated US government Reconstruction and Stabilization pre-deployment training regimen.
   • This issue has three components, each with a separate lead
     • PRT training
     • Longer-term integrated R&S training and
     • Documentation and analytical support to both efforts

2. Develop a process for DoD to contract for non-DoD subject matter experts to support DoD Reconstruction and Stabilization training and exercise needs.

3. Each USG entity agrees to designate an organization to serve as its Reconstruction and Stabilization Training Coordinator.
Integrated Training for R&S Operations

4. Develop a USG-wide, web-based integrated Reconstruction and Stabilization operations training knowledge portal or “warehouse capability.”

5. Explore opportunities and funding strategies to use existing USG training capability to support Reconstruction and Stabilization training needs.
Integrated Training for R&S Operations – Longer term initiatives

Long-term action to sustain and complete existing NSPD-44 training initiatives to support development of a “whole-of-government” integrated Reconstruction and Stabilization training approach. Key focal areas are:

i. Develop a whole of government integrated Reconstruction and Stabilization training strategy to support R&S planning, specifically addressing equitable incorporation of all agency training requirements and a lessons learned process.

ii. Improve training in Reconstruction and Stabilization planning concepts, including reach back, of all DoD personnel assigned to Embassies.
Integrated Training for R&S Operations
– Longer term initiatives

iii. Integrated and synchronized Reconstruction and Stabilization training for USG personnel that will either operate together or in the same Area of Responsibility.

iv. Develop a strategy to integrate whole of government participation in R&S exercises, including a policy to equitably incorporate all participant training requirements.

v. Improve familiarity of respective USG entity culture, capabilities and limitations.

vi. Develop a system to coordinate, consolidate and integrate USG lessons learned needs.
vii. Coordinate Forum-wide Congressional engagement strategy focused on fulfilling integrated Reconstruction and Stabilization training requirements.

viii. Broaden participation in the S/CRS, OUSD(P&R) Co-Chaired Overarching Training Working Group (proposed to become the Training, Exercises and Experimentation sub-PCC) to include all agencies likely to assume a role in the Active Response Corp (ARC), Standby Response Corps (SRC), and Civilian Reserve Corps (CRC)
Integrated Training for R&S Operations

• Take aways:
  – One of few venues where Senior Leaders address whole of government issues
  – Active participation by a broad spectrum of IA players
  – Initiatives cover DoD and IA community training concerns
    • COCOM exercise participation vs. IA as active participants, not training aids
    • Initiatives to cover Service training requirements
  – Seeking COCOM to sponsor annual R&S exercise
    • PACOM considering
    • SOUTHCOM active in Blue Advance series
  – Identification of Agency Training Coordinator to prioritize/channel IA training
BACK UP
Stability, Security, Transition, and Reconstruction (SSTR): A Private Sector Role

Presented by Doug Brooks
President
International Peace Operations Association

NDIA

27 November 2007
Spicy Quote 1

Iraq:

“Best supported, best supplied military operation in history.”

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

-Doug Brooks
### The Peace and Stability Industry

<table>
<thead>
<tr>
<th>Company Type:</th>
<th>LSCs: Logistics &amp; Support Companies</th>
<th>PSCs: Private Security Companies</th>
<th>SSR&amp;Ds: Security Sector Reform &amp; Development Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sample Service:</strong></td>
<td>Logistics &amp; Supply Risk Consulting Medical Services Construction Maintenance Engineering Waste Management Strategic Transport</td>
<td>Site Protection Travel &amp; Transit Protection Private Security Details Threat Assessment Intelligence</td>
<td>Security Sector Reform Economic Development Crisis Mitigation &amp; Recovery</td>
</tr>
</tbody>
</table>
Filling the Gaps: The Private Sector

- Surge capacity!
- Faster Better Cheaper.
- Risk Minimization.
- Control.
- If not private who?
Era of “Westernless” PKOs

- West abandoned responsibility.
- UN not poor man’s NATO!
  - Diverse equipment and capabilities.
  - Quality matters.
  - Motivational issues.
- Size replaces quality.
- Militaries from poorest countries doing bulk of the work.
Industry *Essential* to PKO

- Most militaries lack capabilities
- Armies Focus on Policy Objectives
- Reduced Burden on Peacekeepers
- Reduced Military Footprint
- Vast Reconstruction Advantages
  - Host Country National jobs
  - Capacity building
  - Real Economic benefits
  - Immediate expertise from private sector
  - Staying power
Afghanistan & Iraq
Finding the limits

- Demand driven industry – gov’t decides
- Private firms normal partners in CCOs
- Operate in weak and failed states
- Operate where gov’t and mil dare not go
- Not Decision Makers
- Darfur?
- Legal and political caveats
Regulation and Oversight - Good for Good Companies

- Essential for Client Comfort
  - Client ensures ethical contractor behavior
- Enables Fair Competition
  - Good Regulation Encourages Healthy Competition
- Increases Professionalism
  - The more responsible and professional companies are more likely to win contracts
How to Improve?

- Company and Industry Codes of conduct.
- Contracts – obligations and penalties.
- Improve laws and regulations.
- Good companies support good laws.
- NGOs and human rights orgs can help.
  - Partners in CCOs!
- Industry Gains nothing from failure.
- Client comfort = future business.
Recommendations

- Private sector too valuable to ignore
- Improvements:
  - Legal Frameworks.
  - Coordination with militaries in the field.
  - Contract law for middle military ranks.
- Prepare for *Future Conflict/Post-Conflicts*.
  - Many Iraq Issues Unique.
  - Find ways to fully utilize capacity in future.
- Industry valuable in making laws & policies.
IPOA
International Peace Operations Association

- Not for Profit.
- Industry Assn.
- Middle Ground . . .
- Improve PKOs.
- Codes of Conduct.
- Regulation and Law.
- Advocacy and Education.
Questions?

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Interagency Capabilities and Core Missions

November 28, 2007
Bernie Carreau
Gates: Soft Power

- Civilian instruments of nat’l power
- Institutionalize abilities of IA
- Dipl, stratcomm, for. ass., econ reconstr.
- DoD $500B, State $36B
- 6,600 FSOs < aircraft car. strike group
- Blasphemy for SecDef? Increase IA $$
- Peace dividend a mistake
- Vietnam: integrated mil & reconstr effort
DoD and State

- DoD resources, authorities, missions up
- IA, State, AID down (USIA, S/CRS)
- DoD budget doubled last decade, State stagnant
- DoD auth passes yearly, not State
- Lugar-Biden languishing
- GN I empowered Cocoms at exp of Ambs
- 1207 flexible transfer authority lapsed
DoD and AID

- AID from 12,000 in 1970 to 2,000 today
- DoD share of ODA 6 to 22% since 2002
- Iraq $18.6 billion
- CERP, OHDACA, PRTs
- MCC drain
Behind the Imbalance

• Not DoD power grab
• Military unhappy, wants partners
• IA failure to transform like DoD
• QDR, Directive 3K
• Some IA movement: S/CRS, OMA
• Rest of IA not at war, no WH push
What Kind of Expertise?

• Gates: need cadre of deployable IA experts
• But before who, C2, to do what?
• Hierarchy:
  – Stabilization policy
  – Agency capabilities, resources
  – C2, IA interaction on the ground
• Iraq reversed
• DoD, State, AID each thought it knew what
Notional OPLAN Phasing versus Level of Military Effort

UNCLASSIFIED

OPLAN xxxx

Shape Phase 0
Deter Phase I
Seize the Initiative Phase II
Dominate Phase III
Stabilize Phase IV
Enable Civil Authority Phase V
Shape Phase 0

OPLAN activation

Phases

UNCLASSIFIED

OPLAN termination

Level of Military Effort

OPLAN xxxx

Shaping Activities
Deterring Activities
Seizing the Initiative Activities
Dominating Activities
Stabilizing Activities
Enabling Civil Authority Activities

Global Shaping
Theater Shaping

Shaping
Core Missions

- DoD focus on war; IA peacetime
- Neither on stabilization
- IA: development and nation-building
- Same with private sector, NGOs, IOs
- DoJ: property rights, rule of law
- DoS: reconciliation, elections, const
- DoC, Treas, DoS DDR, SOEs, invstmt law
- DoT: safety regs, ICAO
IA Capabilities and Stabilization

• Whose core mission is it?
  – D3K, SCRS, AID reinvention
  – 1207 transfer
• Whose culture is best suited?
• Capability before capacity
• IA will do what it knows: regs, int’l standards, mimic US institutions
• So will private sector, NGOs
• Develop capabilities
  – Training on what
  – National security profs, NSPDvlpmt EO
  – Make them accountable
• Then capacity, resources, authority (GN II, WH push)
Post-War Stabilization Policy

• COIN forced focus on population
• Distinguish US as belligerent, intervener
• US as belligerent requires normalization
• Stability vs development, nation building
• Pacification, population-focused
• Governance, infrastructure, job creation, rule of law all look different
USG Stabilization Doctrine

- Government-wide doctrine
- Adopt military Phase IV, V
- Transition mechanism: follow military delta
- Phase IV population-focused
- Phase V institutions
- Iraq still in Phase IV
- Military retains lead in IV; civil lead in V
Stabilization Response Plan

• Security (DoD, DoJ, State, CIA)
• Governance (State, CIA, others)
• Infrastructure
  – Power (USACE, DOE, TVA)
  – Water (USACE, USDA)
  – Telecom (DoC, FCC, DoD, USACE, DHS, USDA)
  – Transportation (DoT)
  – Other (health, education)
• Job Creation (DoC, DoL, Treas., USDA)
• Farming (USDA)
The National Response Plan Emergency Support Functions (ESF):

1. Transportation (DOT)
2. Telecommunications and IT (NCS)
3. Public Works & Engineering (DOD = USACE)
4. Firefighting (DOA)
5. Emergency Management (FEMA)
6. Mass Care and Human Services (Red Cross)
7. Resource Support (GSA)
8. Health and Medical Services (DHHS)
9. Urban Search and Rescue (FEMA)
11. Agriculture (DOA)
12. Energy (DOE)
13. Public Safety and Security
14. Community Recovery and Mitigation
15. Emergency Public Information

- Department of Defense (DoD) is the Lead Federal Agency for ESF #3
- USACE is the DoD Agent
- Typical Mission Areas:
  - Ice
  - Water
  - Emergency Power
  - Temporary Roofing
  - Temporary Housing
  - Technical Assistance
  - Debris Clearance and Removal

A Federal Partnership for Civil Disaster Crisis Response
Decision-Making

- NSPD 44
- Need stronger directive, with IA responsibilities spelled out
- IA planning with Cocoms: steady state, classified, operational
Questions ?
Emerging Security, Stability, Transition and Reconstruction Tools

United States Joint Forces Command
Emerging World . . . Enormous changes in:

Drivers

- Militaries
- Populations
- Technology
- Economics/Markets
- Information
- Cultures
- Energy/Resources

Emerging Grand Strategy? Counter violent extremism until it collapses of its own internal contradictions . . . while simultaneously remaining competitive with rising powers and protecting the global economy

U.S. power & legitimacy are dependent on Unified Action
Planning. “The U.S. government (USG) as a whole lacks established procedures for planning and conducting interagency operations. The USG lacks the mechanisms necessary to coordinate and integrate the actions of its various agencies at all levels – in Washington, within regions, and in the field. Nor are there established mechanisms to enable the various USG actors who will be involved in a given operation to develop a truly integrated, interagency campaign plan.” – CSIS Beyond Goldwater Nichols Phase II Report

Civilian Agency Capacity. “Civilian agencies of the United States Government lack the capacity to deploy rapidly, and for sustained periods of time, trained personnel to support... operations in the field.” – FY2007 Defense Authorization Act

Military Roles and Missions. “Military power must be postured to enhance other instruments of national power. Specifically, the Department of Defense must be prepared to support other agencies in proactive engagement/theater shaping as well as post-crisis/conflict reconstruction operations.”

— Capstone Concept for Joint Operations
The Big Idea

Current Methodology
- Fragmented Strategic Guidance
- Compartmentalized Planning
- USG Departments
- Coordinated Results
- Multi-National Partners
- Non-Government Partners
- USG Departments
- Coordinated

Future Methodology
- Interdependent
- Shared SA
- Strategic Guidance
- Whole of Government Planning
- Unified Action/Execution
- Metrics
- Interdependent Results
- Multi-National Partners
- Non-Government Partners
Tools for Implementation

Efforts address:
- Conflict prevention / steady state
- Stabilization and Reconstruction
- Homeland Defense

Focus areas:
- Integrated Planning, Management, Metrics and Information Sharing
- Rule of Law / Security Sector Reform
- Economics
- Governance
- Humanitarian Assistance
- Enabling Technology
- Education and Training requirements
Where We Are

**Emerging Partnerships**

- USJFCOM, AFRICOM, EUCOM, NORTHCOM, SOUTHCOM
- USG (State, AID, Justice, DHS, Commerce, Treasury, etc.)
- Multi-national partners and international and intergovernmental organizations (PCRU, START, UN, EU, etc.)
- Nongovernmental organizations, academia, and the private sector.

**Sample Products**

- Comprehensive Approach to Multinational Operations: Strategic Policy Planning, Cooperative Implementation Planning, Metrics and Evaluation (France & UK)
- Comprehensive Approach to Security Sector Reform (OECD)
- Ungoverned Areas and Threats from Safe Havens White Paper (OSD/USAID)
- USG Draft Planning Framework for Stabilization, Reconstruction, and Conflict Transformation (S/CRS); Interagency Management System (S/CRS);
- Metrics tools (USIP, US Army Corps of Engineers, Joint Warfare Analysis Center, S/CRS)
- National Homeland Security Plan (NORTHCOM and DHS) Joint Operating Concepts (USJFCOM)
- Humanitarian Guidelines (USIP, InterAction, DoD)
USJFCOM Experimentation

- MNE5 Strategic Planning Experiment 1
  - Interagency Management System Workshop
- NSPD-44 Interagency/UA07 Experiment 1: Conflict Assessment
- AFRICOM Mission Analysis
- Cooperative Security Engagement Concept Experiments 1-3
- Homeland Security / Defense Experiment 1

- MNE5 Comprehensive Approach Integrating Event
  - NSPD-44 Interagency Experiment 3: Policy Planning for Crisis Response
  - USG Deployment and Logistics Handbook development
  - Homeland Security / Defense Experiments 3 and 4

- MNE5 Shared Understanding Integrating Event
  - NSPD-44 Interagency Experiment 2: Prevention Planning
  - AFRICOM Command and Control Structure and Logistics Workshops
  - Homeland Security / Defense Experiment 2

- MNE5 Comprehensive Approach CAPSTONE Integrating Event

- MNE5 Information Exchange Event
  - NSPD-44 Interagency Experiment 4: Implementation Planning; UA08 Senior Leader Review
  - USG Strategic Framework for Africa development
  - Homeland Security / Defense Experiment 5

- MNE5 UA07 / 08 AFRICOM Support Shaping / CSE JOC HLD
Policy: Unified Action
The NSPD-44 National Interagency Experiment

Regional: Experimentation support to COCOMs

Field: Experimentation support to the Joint Warfighter

Military Support to Rule of Law and Security Sector Reform
Military Support to Governance
Military Support to Economics

Handbooks

27-Nov-07
Theater Planning

Enablers: Information/Architecture/Awareness

Stability Operations
- Security
- Humanitarian Assistance
- Infrastructure
- Economic
- Governance

Evaluation

Information

Knowledge Development & Operational Net Assessment
Effects based Approach to Operations
Implementation Planning
Management

Information Sharing

Awareness

Event Focus Areas
- Multinational Strategic Planning
- Cooperative Implementation Planning
- Cooperative Implementation Management & Evaluation
- Effects Based Approach to Multinational Operations CONOPs
- Assessment
- Knowledge Development
- Information Exchange Architecture
- Shared Information Framework & Technology
- Coalition Information Strategy/Information Operations
- Logistics
- Medical (Pending Resources)
- Maritime Situational Awareness

Special Interest Areas

Event Focus Areas

Multinational Strategic Planning
Cooperative Implementation Planning
Cooperative Implementation Management & Evaluation
Effects Based Approach to Multinational Operations CONOPs
Assessment
Knowledge Development
Information Exchange Architecture
Shared Information Framework & Technology
Coalition Information Strategy/Information Operations
Logistics
Medical (Pending Resources)
Maritime Situational Awareness

Stability Operations
- Security
- Humanitarian Assistance
- Infrastructure
- Economic
- Governance

Information

Evaluation

Knowledge Development & Operational Net Assessment
Effects based Approach to Operations
Implementation Planning
Management

Information Sharing

Awareness

Event Focus Areas

Multinational Strategic Planning
Cooperative Implementation Planning
Cooperative Implementation Management & Evaluation
Effects Based Approach to Multinational Operations CONOPs
Assessment
Knowledge Development
Information Exchange Architecture
Shared Information Framework & Technology
Coalition Information Strategy/Information Operations
Logistics
Medical (Pending Resources)
Maritime Situational Awareness

Special Interest Areas

Event Focus Areas

Multinational Strategic Planning
Cooperative Implementation Planning
Cooperative Implementation Management & Evaluation
Effects Based Approach to Multinational Operations CONOPs
Assessment
Knowledge Development
Information Exchange Architecture
Shared Information Framework & Technology
Coalition Information Strategy/Information Operations
Logistics
Medical (Pending Resources)
Maritime Situational Awareness

Special Interest Areas

Unclassified
Noble Resolve Objectives

Enhance Homeland Defense

• First of a series of experiments to explore and develop solutions with respect to Homeland Defense and Defense Support to Civil Authorities between DOD, Federal
Questions?
USAID Framework for Stabilization, Reconstruction and Conflict Transformation Training and Education
Framework

- Originally proposed in November 2006

- Focused first on developing Pre-deployment Training for USAID Officers going to PRTs and USAID Missions in Iraq and Afghanistan

- Expanded in summer 2007 to include both preparatory training and pre-deployment training
USAID Training for SR&CT in Crisis Countries: Sector Specific Courses and Programming Guides

- Livelihoods & Economic Growth
  - Economic Growth in Post-Conflict Countries (under development)
  - Economic Growth in Post-Conflict Countries Programming Guide
- Infrastructure and Essential Public Services
  - Infrastructure Principles and Practices (contains some post-conflict materials)
- Security Sector Systems (Justice, Police and Other Related Systems)
- Democracy and Governance
  - Orientation to Democracy & Governance Fundamentals (contains some post-conflict materials)
- Health and Education Sectors
  - Health Sector Programming in S&R Countries (under development)
- Humanitarian Assistance
  - OFDA Selected Courses TBD
- Crisis Recovery and Response Training (Backstop 76)

Modules on Development & Stabilization, Reconstruction, & Conflict Transformation Topics

Version 10/28/07
Framework Built on Plug and Play System

Pre-deployment Training for USAID Mission Staff in Crisis Countries

Integrated Interagency PRT Training

Military Brigade Combat Team Training

Tactical Conflict Assessment Framework (TCAF) Training

Military Education

Conflict Assessment & Management 101

Conflict Assessment & Management 201

USAID Stabilization, Reconstruction & Conflict Transformation Training

Interagency Conflict Assessment and Program Planning Training
USAID Framework Is Linked to Multiple Interagency Initiatives

- Tied to the S/CRS NSPD-44 effort to develop an integrated S&R education and training strategy for the IMS and Civilian Response Corps
- A component part of the DOD/USAID/State Senior Leadership Roundtable and its resulting MOUs
- Linked into the CCO efforts
- Linked to CALL led effort to develop an interagency PRT handbook
- Linked to DOD effort to solicit civilian agency views on DOD doctrine
- Linked to new USIP-S/CRS interagency doctrine initiative
Advances to Date

PRT Pre-deployment Training

• Interagency PRT Pre-deployment Training developed and implemented for Afghanistan at Fort Bragg – March 2007 (DOD, State, USAID, USDA)

• Interagency PRT Pre-deployment Training for Iraq designed March 2007 and implemented at FSI and USAID (State, USAID, DOD, USDA)

• 9 cycles of Interagency Training for Iraq completed to date
Post – training evaluations completed on all cycles, immediately analyzed and used to adjust training from one cycle to the next

Similar evaluations used for both Iraq/FSI and Afghanistan Fort Bragg models

Post – training follow-up field survey for all participants in either Iraq/FSI, Afghanistan/Fort Bragg, or Afghanistan/FSI training are currently in the field

Allows us to look at strengths and weaknesses of both models
Pre-deployment Training: USAID Mission

• Pre-deployment Training for USAID Mission personnel going to crisis countries (Iraq and Afghanistan first) under development using distance learning format

• Face to face course will be developed in November - December
Advances to Date

Conflict Assessment & Management

- Conflict Assessment and Management 101 Course Completed (1 day module)

- Tactical Conflict Assessment (TCAF) development has been completed, training and implementation have been piloted on the ground in Afghanistan

- TCAF training materials and guides are now being completed

- Conflict Assessment and Management 201 Course is now under development for pilot in fall 2007 (2 day course)
• Negotiations are underway between USAID Office of Military Affairs (OMA) and military on a USAID managed contract that will help insert USAID certified and DOS certified trainers, materials and role players into the Army and Marine Corps CTCs.

• Close coordination and cooperation has been established with S/CRS in education and training development for Reconstruction and Stabilization
Contact Information

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Senior Education and Training Advisor
Office of Military Affairs
202-712-5735
djackson@usaid.gov
BACK UP SLIDES
Advances to Date

Economic Growth Guide

• USAID Guide to Economic Growth in Post-Conflict Countries has been completed and distributed for discussion to a wider USG audience. Its development included a broad interagency review process.

• The Guide has been well received by our DOD colleagues and is already being used in development of Stability Operations Doctrine

• Course on Economic Growth in Post-Conflict Countries for USAID Economic Growth Officers will be developed from the guide: projected date December 2007
Advances to Date
Religion, Extremism and Development

- On line course in Religion, Extremism and Development is currently under development

- Face to face course in Religion, Extremism and Development under development by USAID/Egypt
• Development of USAID Stabilization, Reconstruction and Conflict Transformation in Crisis Countries Course projected to start in October (course would be required for all USAID personnel)

• Develop guides and training modules similar to the Guide for Economic Growth in Post-Conflict Countries for other sectors: democracy and governance, security sector systems (includes justice), health, education, humanitarian assistance, and religion, extremism and development

• Distance learning format developed for all course modules
Proposed Road Ahead

• Expand lessons learned system to cover evaluations and field level follow-up surveys for the new courses and to capture lessons learned interviews from USAID staff and contractors returning from crisis countries

• Explore options for reach-back capabilities for each USAID course

• Continue to work with NSPD-44 Training and Education WG on development of interagency training for Stabilization and Reconstruction Operations
The overall classification of this briefing is UNCLASSIFIED.
This new command will strengthen our security cooperation with Africa and help to create new opportunities to bolster the capabilities of our partners in Africa. Africa Command will enhance our efforts to help bring peace and security to the people of Africa and promote our common goals of development, health, education, democracy, and economic growth in Africa.

President George Bush
February 7, 2007

- President Bush directed establishment of US Africa Command – Feb 07
- Initial Operating Capability (IOC) 1 Oct 07
  - Building the team
  - Engaging key audiences
  - Preparing for mission transfers
- Full Operating Capability (FOC) by 1 Oct 08
- Establish a command presence on the continent
The continent’s economic, social, political, and military importance in global affairs has grown tremendously. ...

We are focused on building the team that will add value to the various programs that we do on the continent ...

My goal as Commander of USAFRICOM is to build an enduring organization with regular and sustained engagement that benefits both the citizens of the United States and the citizens of the nations in Africa. ...

to promote relationships and build partnerships to enable the work of Africans in providing for their own security.

-- General Kip Ward
Commander’s Intent

**Partnership, Stability, Security**

- **Build the Team**
- **Add Value**
- **Enable the Work of Africans**
- **Do No Harm**

**UNCLASSIFIED**

**Partnership, Stability, Security**
Partnership, Stability, Security

Our Draft Mission Statement


Accepting missions from the other unified commands in a deliberate, seamless fashion

Building the team and building relationships with our partners and friends

USAFRICOM is ...

...a Command Under Construction
Area of Responsibility

Consolidates the continent under one unified command

Simplifies coordination of DOD activities in Africa and facilitates cooperation with existing regional organizations
Embracing Innovation

Pursuing New Approaches

Two Deputies to the Commander

Greater U.S. Government Participation

Information Sharing and Collaboration Capabilities

Africa Partnership Station
Who’s On the Team…?

We seek to partner with everyone with interests on the continent and its island nations

U.S. Government
• State, USAID, Treasury, Commerce, and other U.S. Government agencies
• U.S. Missions in Africa

African Partners
• African Union and its Regional Economic Communities (RECs)
• African nations, African militaries

International Partners
• UN, NATO, EU, European militaries
• Donor community

Civil Society
• International and local humanitarian, relief, and development organizations
• Academia, ‘think tanks’

Industry
• Private sector organizations
Ongoing Capacity Building Programs

• Security programs
  • Peacekeeping
  • Security Sector Reform
  • Maritime and Air Security
  • Counter Terrorism

• Stability and Governance Programs
  • Disease Prevention
  • Military Professionalization
  • Education
  • Economic Security

• Tools / Activities
  • Exercises
  • Foreign Military Financing (FMF)
  • International Military Education and Training
  • Military to Military Programs
  • Medical Programs
  • Humanitarian Assistance Programs
  • Construction projects
  • Environmental Programs
  • State Partnership Program
Peacekeeping

• Africa Contingency Operations Training and Assistance (ACOTA) program
• The US has been training African Peacekeepers through ACOTA since 1997
  • Enhances existing African peacekeeping capabilities
  • Focuses on infantry skills, humanitarian operations, human rights, and rules of engagement in peacekeeping scenarios
  • Trains approximately 20 battalions a year
Counter-Terrorism Training

- Trans-Sahara Counter Terrorism Partnership (TSCTP) is the US Department of State program in these same nations.
- OEF-Trans-Sahara is EUCOM / AFRICOM’s effort to:
  - Build regional capacity
  - Promote interoperability
  - Strengthen Inter-regional cooperation in the trans-Sahara region
Maritime Security

• Goals:
  • Improved maritime domain awareness
  • Enhanced African regional maritime security and regional cooperation
  • Reduced piracy and “freedom of action” of traffickers and terrorists
  • Illegal fishing is countered
  • Enhanced sovereignty and security

• EUCOM / AFRICOM actions:
  • Ship visits and maritime training
  • Provision of equipment
    • Boats, Coastal Radars, and Automated Identification Systems (AIS)
Africa Partnership Station (APS)

Training Teams Focus:
- Maritime Situational Awareness
- Leadership
- Navigation / Seamanship
- Search & Rescue
- Civil Engineering
- Planned Maintenance
- Logistics
- Port Facilities Management
- Security (ship, port, oil platform)
- Maritime Law Enforcement
- Medical
- Humanitarian Assistance
- Disaster Response
United States Africa Command

The Time is Right!
Supporting the National Security Strategy

On Africa…

• We are committed to working with African nations to strengthen their domestic capabilities and the regional capacity of the African Union to support post-conflict transformations, consolidate democratic transitions, and improve peacekeeping and disaster responses.

On transforming the Interagency…

• The major institutions of American national security were designed in a different era to meet different challenges. They must be transformed to meet the challenges and opportunities of the 21st Century.
Guiding Principles

• Prevention, presence, and preparation vice response
  • Enduring relationships and common interests

• African solutions through enhanced African capacity
  • Relevant partner capability and willingness to employ in support of common goals
  • Develop institutions and capability vice delivering services

• Facilitate integrated solutions while focusing on the unique military contributions to the interagency effort

• Leverage existing resources to benefit Africa on a regional scale
AFRICOM Implementation Guidance

• Promote US National Security objectives by working with African states, allies, and regional organizations to help strengthen stability and security in the area of responsibility (AOR)

• Lead the in-theater DOD response to support other US Government (USG) agencies in implementing USG security policies and strategies

• In concert with other USG agencies and international partners, conduct theater security cooperation activities to assist in building security capacity and improve governance

• As directed, conduct military operations to deter aggression and respond to crisis unilaterally or jointly with African states and regional organizations
Building Partnership Capacity
Current Initiatives

Scott Norwood
Deputy Director, Global Strategic Partnerships,
Strategic Plans and Policy, Joint Staff
Global Strategic Partnerships Portfolio

- Security Assistance
- Stability Operations and Interagency Policy and Strategy
- Coalition Policy and Strategy
- Arms Controls, Oceans Policy, and International Security law
- Organization for Security Cooperation in Europe
- United Nations
Some Current Initiatives

- Section 1206
- Section 1207
- QDR Building Partnership Capacity Roadmap
- QDR Authorities Roadmap
- COCOM Integrated Priority Lists
- DoDD 3000.05
- Support to State Coordinator for Reconstruction and Stabilization
- Coalition Building for the Long War
- Information Sharing
- International Security Law
- Multilateral Organizations
- National Security Reform
Transnational Information Sharing Coalition (TISC) JCTD

Project Sponsors:

EUCOM, AFRICOM, SOUTHCOM, DISA, OSD-AS&C, OSD-NII

FY2008 JCTD

Contacts:
Operational Manager: Amy Hamilton, HamiltoA@eurocom.mil
Technical Manager: Jean Dumay, jean.dumay@disa.mil
John Scott, jscott@radiantblue.com, 240.401.6574
TISC Objectives

TISC JCTD will demonstrate:

- collaborative tools among U.S. Departments and Agencies, foreign government, partner nations security forces, International Organizations, NGOs, and members of the Private Sector involved in stability operations to include:
  - effective non-classified information exchange,
  - planning support,
  - situational awareness
Technical Approach

• Accelerate deployment capability by integrating intelligent services and data provisioning capabilities.
• Provide sustainable leave behind technologies with low cost of ownership.
• Use multiple data channels or web services based on protocols/namespaces such as geo-RSS, RSS, calendaring, and XMPP.
• Implement an open architecture, open source, and open standard software in adherence with guidance as outlined by the US Department of Defense Chief Information Office.
• Allow for rapid integration and deployment of products that address specific niche functionality.
TISC Mission and Capabilities

Mission

- Stability Operations & Planning
- Humanitarian Assistance
- Disaster Relief
- Readiness

Technical Capabilities

- Modular
- Scalable
- Interoperable
- Customizable
- Decentralized
- Extensible (import and export)
- Geographic Common Operational Picture
- CIE (Collaborative Information Environment)
- Multi-lingual chat
- Person discovery
- Metatags
- Wiki
- Role Based Access
- File Management
- Document Management
- Single Sign On
- COI/Groups
- Identity Management
- Application Sharing
- Application Broadcasting
- Maritime Awareness
- Releasibility to external partners
- Open source
- White boarding
Multinational Integrated Operations
Taking A Broader View

Lieutenant General Jim Soligan, USAF
Deputy Chief of Staff, Transformation

27 November 2007

ALLIED COMMAND TRANSFORMATION
A new day ahead. A new way ahead.
Bottom-line Up Front

✧ Combine efforts instead of objectives in resolving complex security crises

✧ US and NATO will be more effective if we leverage each others strengths

✧ Capability improvements must include changes in organizations, procedures, processes… as well as material
Challenges have changed

- **Different problems**
  - Global terrorism, weapons of mass destruction, asymmetric warfare
  - Mass media and commercially available technology empower the adversary

- **Different approaches & relationships**
  - Collective and cooperative solutions
  - Increased dialogue and cooperation based on common values

- **Different responsibilities**
  - Peace Enforcing, Stabilization and Reconstruction

- **Different complexity**
  - Increasing number of partners
  - Advancements in Technology
Responding to crises

“We hold these truths to be self evident…”

✓ Services do not act alone…
✓ The military does not act alone…
✓ The State Department does not act alone…
✓ The US does not act alone…
✓ NATO does not act alone…
✓ International Organizations do not act alone…
✓ Non-Government Organizations do not act alone
✓ National efforts can not solve global problems

Combine efforts instead of objectives to improve effectiveness in resolving complex security crises
Responding to crises

“Every actor makes different contributions…”

US brings:

✓ National focus
✓ Quantity and quality
✓ Resources and technology

NATO brings:

✓ Dialogue and cooperation
✓ Collective efforts to address global challenges
✓ “De facto” global standards

US and NATO will be more effective if we leverage each others’ strengths
ACT’s Role in Capability Development

Leverage Best Practices

Shape Interoperability Standards

Guide New Development
Implementing Change

NATO HQ

Nations

Allied Command Operations
Responding to crises

Most effective capability improvements are a result of changing the way we do business rather than new hardware and software.

- Provisional Reconstruction Teams
- Strategic communications
- Information sharing
- Military role in stability and reconstruction efforts
- Incorporating non-NATO partners in Alliance operations
- Etc…

Capability improvements include changes in organizations, procedures, processes… as well as material.
Civil Military Overview (CMO)

- Lessons learned have shown difficulty with information sharing and gaps in shared situational awareness.

- This approach:
  - Enables military and non-military to work together while maintaining independence and autonomy.
  - Delivers a web-based comprehensive overview of a ‘complex crisis’ for NATO and Non-NATO Actors.
  - Allows for information sharing to increase transparency and trust.
Are we solving the right problem?

- strategic
- operational
- tactical
Are we solving the right problem?
Expanding the Focus...

At the Grand Strategic Level

- Enhanced/new structures and procedures to improve:
  - Interaction between the different actors
  - Confidence building and mutual understanding between international actors
  - Coherent Public Messaging, within and between Nations
  - Solutions that include public involvement and industry contributions

Do we need some new global institutions equivalent to the World Bank, IMF?
Expanding the Focus...

At the US and NATO Strategic/Operational Level

Enhanced/new structures and procedures to improve:

- Interaction between the different actors
- Confidence building and mutual understanding between international actors
- Coherent Public Messaging, within and between Nations
- Solutions that include public involvement and industry contributions

- Collective education of the different actors
- Collective participation in training activities
- Partnering in (pre)planning activities
Combine efforts instead of objectives in resolving complex security crises

 Avoid competition, hence improving all IO’s effectiveness in resolving complex security crises

 Build confidence in order to partner or coordinate with other organisations

US and NATO will be more effective if we leverage each others strengths

 Leverage best practices, improving national and NATO-solutions, and lessons learned processes

 Strengthen partnerships and improve interoperability standards;

 Improve national and NATO’s processes to better deliver capabilities

Capability improvements must include changes in organizations, procedures, processes... as well as material

 Enhance education & training

 Change processes and structures - at all levels – expand the focus!!!
Multinational Integrated Operations
Taking A Broader View

Lieutenant General Jim Soligan, USAF
Deputy Chief of Staff, Transformation

27 November 2007

ALLIED COMMAND TRANSFORMATION
A new day ahead. A new way ahead.
BACK-UP SLIDES
Provincial Reconstruction Team (PRT)

- Mission
  - to extend the authority of the central government by supporting its reconstruction efforts
  - to promote and enhance security, including support of security sector reform and facilitate humanitarian relief and reconstruction operations

- No “one size fits all” - neither appropriate nor possible
  - due to the widely differing regional circumstances, different capabilities and approaches of PRT lead nations
  - combined capacity of military personnel and civilian staff from the diplomatic corps and developmental agencies

- Sources of friction
  - Helpful support to minimize sources of friction between PRT activities and those of the international civilian assistance community are
    - **pre-deployment preparation** of both military and civilian PRT staff, with orientation to role and ‘modus operandi’ of the IO/NGO community
    - **coordination** with civilian assistance community essential for success
Responding to crises

- Number of NATO Member Nations and Complexity of Relationships (Non-NATO nations + IO/GO/NGO)
  - ISAF: 38 Troop Contributing Nations, of which 15 Non-NATO nations
  - KFOR: 19 Non-NATO nations
  - Disaster Relief Pakistan: +14 Non-NATO nations

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ISAF: 41144
Sources of Friction

- Development
- Private Security
- Diplomatic
- International Organizations
- Military
- Humanitarian

Policy Procedures Culture Competition

Culture

Sources of Friction

Culture

Culture
Key Focus Areas

- Support Current Operations
  - lessons learned
  - capabilities

- NATO Response Force

- ISAF
  - leverage best practices
  - shape interoperability standards
  - guide new development

- Best Practices
  - interoperability
  - synchronising
  - harmonising

- Defense Planning + Capability Development
Operational Net Assessment (ONA)

- Provides System-of-Systems view, fosters an Effects Based planning architecture, and enables a Comprehensive Approach to planning
- Allows Commander to consider to consider all Interagency elements
- Gives indications of possible human behavior
- View changes in the attitudes of the population

Synthetic Environment for Analysis & Simulation (SEAS)

SEAS currently has:
- 100+ named organizations
- 150+ named leaders
- 1200+ infrastructure nodes
- 500+ named media nodes
- 48 ‘validated’ country-data
Key Focus Areas

NRF

ISAF

Best Practices

Defense Planning + Capability Development

Support Current Operations
NATO Transformation
ACT’s Role and View

Questions???
The Future Environment for NATO Ops

STRATEGIC ENVIRONMENT
- New Players
- Failed States
- Terrorism & WMD
- Computer Network Attacks
- Energy Security & Climate Change
- Conventional & Unconventional Methods

HOW TO OPERATE
- Interaction with Other Actors
- Effects-based and Network Oriented
- Expeditionary Capable
- Information Dominant
- Kinetic and Non-kinetic

NATO CAPABILITY IMPROVEMENTS
- Information Sharing
- Net Enabled Capabilities...
- DOTMLPFI....
Awareness  
Opportune Leveraging of National CDE Programs  
Deliberate CDE Focus on NATO Requirements
NATO Transformation
ACT’s Role and View

Questions???
Future Interagency Training and Education for Reconstruction and Stabilization

November 27, 2007
Goal: “To promote the security of the United States through improved coordination, planning and implementation of stabilization and reconstruction assistance.”

Targets of assistance: “Foreign states and regions at risk of, in, or in transition from conflict or civil strife.”

R&S Policy Coordination: Led by Secretary of State through S/CRS to harmonize civilian and military efforts in a whole of government approach.
Response Capacity in FY 09: Active, Standby and Reserve Corps

**ACTIVE RESPONSE CORPS (ARC) - 250**
- USG staff trained and ready to go in 48 hours to one week.
- Standing agency capacity for rapid response.
- Will assess situation, design response and begin S&R implementation

**STANDBY RESPONSE CORPS (SRC) - 2000**
- USG employees
- Civilian agency employees who have ongoing job responsibilities but are trained and available for deployments.
- Deployable in 30 days for up to 180 days

**CIVILIAN RESERVE CORPS (CRC) - 2000**
- USG employees when mobilized
- Have regular jobs outside the USG
- Deployable in 30-60 days
- Provide sector-specific civilian response expertise

**DAYS FOLLOWING A CRISIS**
Gaps Identified

- Different missions; lack of clarity on strategic/policy goals

- *Different cultures, languages; hard to understand local priorities, empower local agents of change*

- Among external entities, no common set of principles for working in R&S; unity of effort difficult

- *Within USG competition over resources; incompatible systems; trade-offs difficult*

- Skills not adapted to R&S environment; personal security issues
# R&S Deployment Training Cycle

<table>
<thead>
<tr>
<th><strong>R&amp;S, Integrated, Interagency</strong></th>
<th><strong>Mission Readiness, Area Studies, Force Protection</strong></th>
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<td>R&amp;S theories; Planning; operations</td>
<td>Leadership; communications</td>
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<td>Civ-Mil Interface; Multinational; NGO</td>
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<tr>
<td>Region-culture, language politics</td>
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</table>

## Agency-specific Program functions
- Sector Coordination
- R&S IA Resource Coord

## Lessons Learned
- Civ-Mil Interface; Multinational; NGO
- Region-culture, language politics
- R&S theories; Planning; operations
- Mission Specific
- Reach Back

## Readiness
- Pre-Deployment
- In country

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U.S. Department of State
Office of the Coordinator for Reconstruction and Stabilization
Consolidated Skill Categories

- R&S theories, principles & authorities
- Planning methodologies & frameworks
- R&S management systems (ops)
- Resource management
- Communications (interpersonal; different audiences)
- Civ-Mil interface
- Program Management
- Understanding USG agencies involved in R&S
- Understanding International, NGO and contractor partners
- Comms (equipment, software)
- Country-specific
- Hostile Environment (incl. health, safety & security)
- Adaptive leadership & team building
Readiness Training

- **Basic/Core**: 10 days – ARC, SRC, and other USG and partner staff
  - issues, theories, principles
  - causes of conflict in key regions
  - planning
  - management systems
  - interaction among program choices
  - USG and non-USG partners
  - more effective outcomes (overarching w/i design)

- **Specialist/Advanced R&S** – most 2-3 days, classroom, field-based, distance learning. Targeted audiences: ARC, SRC, CRC, and others
  - ARC: 8 weeks/yr; CRC & SRC: 2 weeks/yr; others: as needed
  - Focuses on key technical sectors in R&S operations
Current Specialist & Advanced Training Topics

- Lead/Manage Teams
- IM/Communications Equipment
- Program Management
- ROL/Justice
- Governance
- Economic Development
- Essential Services
- Security
- Strategic Communications
- Ops/IM/Support/Reporting
- Civ-Mil Embed
- Civ-Mil Embed (UN, multinational)
- Civ-Civ Embed
- Advanced Interagency Planning
- GSO
- Gender and Protection
- Humanitarian Assistance and Social Well-Being
Pre-Deployment Training

- **Mission Specific**: 5-7 days – staff identified to be deployed for specific mission

- **Area Studies**: 3 days – staff identified to be deployed for specific mission

- **Force Protection**: 5-7 days – ARC, as soon as possible; other staff identified to be deployed for specific mission
R&S Training Strategy – Next Steps

- Curriculum populated with equivalent courses
- Minimum training requirements (mapped against skills) approved by IA
- Clarify agency specific responsibilities
- Determine order, delivery method, and responsible entity for design and delivery of courses
- Timeline for # of people trained
- Lessons learned system
- Facilities refitted and operational
- Learning management system
- Follow-on budgets beyond FY09
- Budget allocations for steady-state and surge needs
- Sr. Leader, Planners, Contracts management, Cultural/Regional/Language expertise training strategies
Consortium for Complex Operations

- DOD, in coordination with DOS and USAID, initiating CCO effort to:
  - Build & strengthen USG capacity for complex operations by coordinating, integrating, and facilitating education, training, research, and lessons learned analysis among participating USG institutions and centers
  - Serve as USG information clearing house for complex operations that emphasizes a whole-of-government approach

- DOD programmed $2.5M in FY08 and $1.8M in supplemental funding for FY07

- Initial study phase, led by USIP, will survey ongoing activities and gaps in education, training and best practices for complex operations
National Security Education Consortium

- Executive Order 13434 (May 07); National Strategy (July 07)
- Steering Committee has formed four work groups (120 days to implementation plan – from mid-May)
  - Training
  - Education
  - Professional Experience
  - Human Capital
- National Security Education Consortium
  - NDU piloting courses (electives) through ICAF and NWC
  - FSI piloted National Security Executive Leadership Seminar in spring
QUESTIONS???

For additional information, contact:

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Main: 202-663-0853
Fax: 202-663-0327
www.crs.state.gov
Backup
Mission: To lead, coordinate and institutionalize U.S. Government civilian capacity to prevent or prepare for post-conflict situations, and to help stabilize and reconstruct societies in transition from conflict or civil strife so they can reach a sustainable path toward peace, democracy and a market economy.

Created July 2004

70+ interagency staff, including 11 ARC members

Examples – Interagency Tools and Resources
- Essential Task Matrix
- Best Practices Thematic Guides
- NIC Watch List
- Interagency Methodology to Assess Instability and Conflict (IMIC)
- Section 1207: FY06 - $10 million in Lebanon; FY07 - $20 million in Haiti
- IA R&S Training Courses through FSI (7 courses currently available)
4 whole-of-government strategic planning engagements
- Kosovo, Sudan, Haiti, and Cuba (CAFC)

Consultative engagements
- Lebanon, Bangladesh, Nepal, Chad, Great Lakes/DRC, Afghanistan, Iraq, Central Asia, Zimbabwe, military contingency plans, others

Exercises
- Blue Advance 2006&7, Unified Quest, Fuertes Defensas, Joint Venture 2006 (UK), Multi-National Experiments 4&5, Unified Action, Civilian Venture (UK), Certain Trust, others

Deployments to 7 countries
- Lebanon, Chad, Sudan, Haiti, Nepal, Kosovo, Liberia
NSPD 44: Main Elements

- S&R Policy Coordination Led by Secretary of State, and delegated to S/CRS
- Coordinate, integrate & strengthen USG efforts for S&R
- Whole-of-government approach
- Harmonize military and civilian efforts

S/CRS tasked by DC to lead NSPD implementation
A New System of Interagency Planning

CRSG Secretariat or S/CRS Led:

1. **Policy Formulation**
   - Strategic Planning Team:
     - Performs Situation Assessment
     - Develops Goals achievable within 2-3 years
     - Multiple Options (Phasing, Resource Levels, Assumptions, etc)
     - Develops Major Mission Elements (MMEs)
   - Product for Deputies Committee/Principals Committee

2. **Strategy Development**
   - MME Planning Team:
     - Develops MME Strategy (which must include metrics and a resource strategy)
     - Identifies Essential Task Areas
     - Determines Lead Agency for Each Task Area
     - Tracks Other Donor Contributions
   - Product for Policy Coordinating Committee/CRSG

3. **Implementation Planning**
   - Lead Agency or Essential Task Area Team:
     - Develops ETA Strategy (sub-tasks, resources)
     - Develops and Monitors Essential Task metrics
     - Performs Program Management
   - ACT or Country Team:
     - Integrates Agency or ETA Team strategies into interagency implementation plan

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**OVERARCHING POLICY GOAL**
The overall objective, stated as an outcome, that the U.S. Government (as a whole) would like to achieve and is capable of achieving with the resources available and in a specified timeframe:

- **Subgoal 1:** A more specific and textured statement of the overarching policy goal.
- **Subgoal 2:**
- **Subgoal 3:**

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U.S. Department of State
Office of the Coordinator for Reconstruction and Stabilization
Civilian Reserve Training Status

Training Plan: BearingPoint developing for Orientation; Annual; Pre-Deployment; and In-Country Training

PRELIMINARY CONCEPTS:

- **Orientation Training** (2 weeks): International USG operations, practices and protocols, overview of R&S operations, conflict prevention and mitigation, and role of US military, international organizations, bilateral partners, and NGOs in R&S missions.

- **Annual Training** (2 weeks):
  - **General R&S**: to strengthen understanding of Reconstruction and Stabilization operations, introduce the Interagency Management system, planning process, and lessons learned and best practices in R&S
  - **Specialized Training**: Adapting CRC members’ skill sets to R&S environments and working within a USG and International mission framework.

- **Pre-deployment Training** (2-4 weeks): mission-specific, immediately prior to deployment. Focused on country context, cultural norms, language, USG country strategy, foreign policy goals, programs and operations, international and third country actors, NGOs operating in country, and communications equipment and reporting.
Transportable Infrastructures for Development and Emergency Support

Phase I Demonstrations
October-November 2007
What is TIDES?

• A voluntary, information sharing research project
• To encourage development of Communities of Interest about people in stressed environments:
  • Stabilization & Reconstruction (SSTR)
  • Humanitarian Assistance, Disaster Relief (HADR)
  • Building Partnership Capacity (BPC)
• Domestic & foreign, short & long term, military involved, or not
• DoD usually not in lead—FEMA domestically, State/USAID abroad
• Not trying to solve all problems. Focused on 7 infrastructures
  • Shelter, Water, Power, Integrated Cooking, Heating/Lighting/Cooling, Sanitation, ICT
  • Low cost & transitional, vice integrated, deployable, expensive
• Goal is to build broadest possible inclusion
• Participation doesn’t imply endorsement by USG
Projects to Date

• Demos
  – National Defense University (NDU) (Oct 5-19)
  – Pentagon center court (Nov 19-20)
  – Camp in western Virginia for long-term exposure testing

• Over 600 visitors:
  – GEN Ward (AFRICOM), John Grimes (ASD/NII), Ryan Henry (PDUSDP), DoD and DHS leaders, CoCom reps, AMCROSS, Thomas Jefferson HS, many others

• Follow-on support to SOCAL fires & Bangladesh relief
• Now examining low-cost shelters for FEMA
• Less than $20K govt funds, over $800K private sector engagement
Activities

• Began with empty field
• Set up commercial ICT nets, not on power grid
  – Knowledge on demand for capacity building
• Assembled different low-cost shelters
• Integrated cooking, water pasteurization, heating
• Explored energy models
  – Solar charging of AA batteries
  – High density power for SSTR in cities
• Showed high efficiency lighting and cooling
• Prototyped lightweight biometrics
Shelters
Integrated Cooking, Water Pasteurization, Heating
Energy, ICT
3 Key Lessons

• Problems of stressed populations need to be addressed through broad coalitions
  – No one has all answers or responsibilities
  – UNCLAS info sharing is key

• Comms, lift and power
  – SA, and comms to share it, are **critical enablers of all else that happens**
  – Need to be in place quickly, independent of the grid

• Cross-infrastructure, “whole systems” thinking is essential
  – Integrated cooking, water pasteurization, heating
Accomplishments

• UNCLAS info sharing with civ-mil mission partners
  – Improved bandwidth use
  – Refined collaboration tools
  – Better imagery support
• Better info visibility thru metadata tagging
• Over 80% reduction in fuel use
• Better operating procedures documented
• Better understanding of power needs
• Low cost ID and credentialing
• Educational opportunities
• Supported real world contingencies
Next Steps

- Institutionalize proposed policy changes
  - Bandwidth
  - UNCLAS imagery sharing
  - Metadata tagging
- Long term exposure trials
- Possible event in Spring
- GOLDEN PHOENIX next summer
- Build communities of interest
  - Links to Agencies, CoComs, NGOs and others
- Incorporate messages into strategic comms
  www.star-tides.net
Stability Operations

Information Brief
28 November 2007

COL (UK) Simon Wolsey
Chief, G-35 Stability Operations Division
Agenda

- Drivers for a Stability Operations Action Plan
- Action Plan Development Process
- Address “How Far” the Army Should Go
- Overview of Stability Operations Action Plan
What are Stability Operations?

Definition of Stability Operations from JP 3-0:

Various military missions, tasks, and activities conducted outside the U.S. in coordination with other instruments of national power to maintain or re-establish a safe and secure environment, provide essential government services, emergency infrastructure reconstruction, and humanitarian relief.
Drivers for SO Action Plan

**Drivers**
- DSB
- DoDD 3000.05
- NSPD-44
- QDR
- AFAs

**Mandates**
- “Transition to and from Hostilities” Dec 04
- “Institutionalizing Stability Operations Within DoD” Sep 05
- Give SO priority comparable to combat operations
- Develop SO capabilities
- Services will develop SO action plans
- “Management of Interagency Efforts Concerning Reconstruction and Stabilization”
- Building Partnership Capacity
- Irregular Warfare
- Proponent for SO and Irregular Challenges initiatives
Development Process

Stability Operations Action Plan to focus, integrate, and institutionalize Army activities to improve the capability to conduct SO in a joint, interagency, and multinational environment.

Army Focus Area Initiatives
- CAA/TRAC Gap Analyses
- Organizational Initiatives
- Subject Matter Expertise

ARSTAF Meetings
Jan - Feb 07

Army-wide Stability Operations Stakeholders Conference
5 - 6 Mar 07

Action Officer Coordinating Draft
10 - 29 Mar 07

O-6 Coordinating Draft
23 Apr - 11 May 07

DP 105 Drilldown
Approved 19 Apr 07

General Officer Final Draft
25 Jun - 13 Jul 07

2nd O-6 Coordinating Draft
23 May - 6 Jun 07

DP 105 Approval
2 Aug 07
“U.S. military forces shall be prepared to perform all tasks necessary to establish and maintain order when civilians cannot do so.”

− DODD 3000.05
Supporting Army-Civilian Agency “Teaming”
- Integrate SO doctrine with interagency processes
- Develop products to assist transition between lead organizations
- Leverage Army-IA training and exercises
- Increase incorporation of IA into planning
- Dissemination of operational information among all civilian organizations
- PKSOI support and advice to IA
Action Plan Overview

Addressing Roles and Missions for GPF

- GPF vs. SOF foreign internal defense capability
- C2 capability for SO tasks at all echelons

Optimizing existing Army Capabilities for SO

- Utilize skills Army already has to support SO:
  - Chaplain’s ability to advise on and liaise with religious leaders and groups
  - Capability for medical advice and assistance to host nation
  - JAG support for host nation rule of law development and execution
- Focus intel capabilities at all levels on population-centric operations
- Improve tracking and training of skills not traditionally resident in military
- Improve the responsiveness and readiness of DA civilian capabilities to mobilize in support of Army forces conducting SO
Action Plan Overview

Doctrine, Training & Education

- Revise SO doctrine, develop associated tasks, assessment tools, and processes
- Integrate the five SO tasks into institutional, CTCs, and home station training
- Increase breadth of leader development and education to enable SO decision making

Addressing Capabilities for Security Sector Reform

- Capability to conduct Security Sector Reform from local to ministerial level:
  - Penal systems, judicial systems, security forces
  - Disarmament, demobilization, reintegration
- Advising host nation ministries
- Training foreign security forces
- Synchronize capabilities with interagency and multinational organizations
Complying with DoDD 3000.05: Inject SO into Processes and Systems

- TAA / Analytic Agenda
- ASCC exercises and plans
- SO implications during developmental and operational testing of new systems
- Joint and Army concept development and experimentation
Way Ahead

Execute the Plan

- Develop solutions to initiatives in the plan
- Assess resource requirements
- Assist interagency in closing the U.S. Government SO gap
- Address issues with subsequent briefs back to the ACP (VCSA)
Questions?